August 1960 50¢

THE MAGAINIO A ARESTLNG

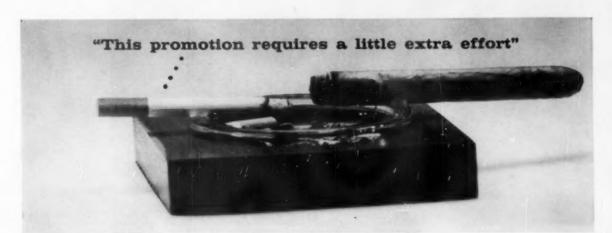
#### ALSO IN THIS ISSUE

How to Help Your Salesmen Plan their Travels Better

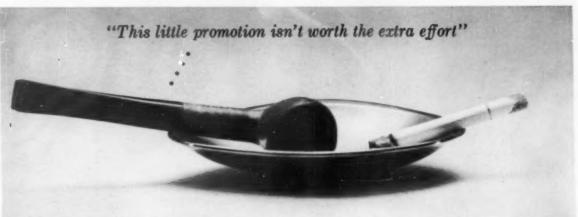
The best sales car . . .

Leased, Company Car Or Employee-Owned

Don't Stub Your Toe
On That Next New Product







CLEAR COMMUNICATION—internal and external group communications are essential today. But getting the right message to the right people isn't easy. You can lose so much in transmission. The simplest directions or statements get foggy as they're passed along. Complete and clear understanding saves time and money.

That's why more and more clear-thinking execu-

tives turn to The Jam Handy Organization for straight-line communications assistance. Our business is helping to put the right message before the right people in the most effective and memorable way. For group communications help in all media, call

#### THE JAM HANDY ORGANIZATION

NEW YORK DETROIT CHICAGO HOLLYWOOD



You're in
...in Indiana
with the STAR
and the NEWS

Whether you're selling beefsteak or broadlooms . . . you can sell your brand easier, quicker in this \$3.8 billion, 45-county market with The Star and The News.



In 1959, this great morning and evening newspaper combination carried 72.18% of retail food and 80.9% of department store lineage.

The Indianapolis Star
The Indianapolis News

KELLY-SMITH COMPANY NATIONAL REPRESENTATIVES

Sales Management August 5, 1960

A man who takes pride in his work, gets a lot of solid satisfaction out of businesspaper advertising. It's a medium that's strictly for pros—you and the men you're selling to. You know you get the markets you want, the results you plan for . . . in businesspapers.



Plate on busines to Areald Suppose

# Advertising in businesspapers means business

as any advertising man who knows his business will tell you—because

#### men who read businesspapers mean business





good business advertising works best in a good businesspaper—an ABC-audited, bought-and-paid-for ABP paper

ASSOCIATED BUSINESS PUBLICATIONS - 205 E. 42nd St., N. Y. 17 201 N. Wolfs St., Chicago 6, III. - 333 Wyatt Bidg., Wash. 5

# Sales Management

August 5, 1960 CONTENTS Vol. 85, No. 4 Advertising Newspapers Draw Same Big Advertisers 88 Retail Ad Boom to Raise Co-op Stakes 17 Conventions The Case for Wives at Conventions 51 **Direct Selling** Consumers Demand New Sophisticated Sell (Wear-Ever Aluminum) Forecasts 97 Marketing Outlook for September Leadership Gibson Banks on Dealers to Sell Against Big Ad Budgets (Gibson Refrigerator Co.) 62 Marketing Strategy The 'Little Machines' Pay Off Big for Friden 67 Operating the Sales Force How to Help Your Salesmen Plan Their 40 Travels Better The 'Best' Sales Car: Leased, Company Car or

#### "Survey of Business Buying Power" To Be Published Dec. 10

**Employee Owned?** 

(in three parts)

**Product Planning** 

Sales Management's Survey of Business Buying Power (normally published July 10) will be published Dec. 10 due to the Government's tardiness in completing its 1958 Census of Manufacturing Report. The Governmental delay, however, will enable us to make estimates of 1960 industrial and service sales and employment.

Don't Stub Your Toe on That Next New Product

Sales Management

78

33

#### HIGHLIGHTS

#### HOW TO PLAN, ACT, WIN WITH NEW PRODUCTS

It's easier than ever-and more expensive-to launch a dud. For every new product that succeeds, four others wash out. The answer:

. . . PLANNING. From the experience of many successes come four big pitfalls to be avoided in product planning.

. . . ACTION. The plan looked good, but. . . . Here are the details, often overlooked, that are vital for the one-infive that will make it.

. . . SUCCESS. A plan that worked—and a product that cracked a tight market—serves as a prototype of effective new-product marketing.

Page 33

#### WHEELS FOR SALESMEN

Maybe you're leasing cars for salesmen when you should be buying; maybe salesman ownership would be best. The choice for your particular company will depend on a host of variables. Here's a rundown, by a fleet expert, on the conditions that favor each plan.

Page 78

#### THE OLD RELIABLE MEDIUM . .

Newspapers—still hold fast to the majority of their biggest advertisers of 20 years ago. And despite the TV take-over, they've more than quadrupled ad revenues in this period. Comparisons of then and now show some of the movements to and from this medium.

Page 88

#### RINGING IN THE MRS.

Whether the company goes along with it or not, a surprising number of sales VIP's stand up and cheer for the good work being done by wives at conventions. But from the side of those "agin" bringing them, comes a still strong "No, not for any purpose!"

Page 51

#### DEPARTMENTS AND SERVICES

105	Marketing Newsletter	59
98	Marketing on the Move	22
62	Sales Promotion Idea File	75
104	Scratch Pad	106
ot 7	Significant Trends	17
12	They're in the News	56
29	Worth Writing for	86
	98 62 104 of 7 12	98 Marketing on the Move 62 Sales Promotion Idea File 104 Scratch Pad et 7 Significant Trends 12 They're in the News

A man who knows where he's going, can really go places with businesspapers. This is the sales pro's advertising medium. You've got it made, and you know it—when hardheaded businessmen sit up and take notice of your company and its products . . . in businesspapers.



Plate on location to Arneld Secure

# Advertising in businesspapers means business

as any advertising man who knows his business will tell you—because

#### men who read businesspapers mean business





advertising works best in a businesspaper its readers are sold on—an ABC-audited, bought-and-paid-for ABP paper

ASSOCIATED BUSINESS PUBLICATIONS - 206 E. 42nd St., N. Y. 17 201 N. Wells St., Chicago 6, HI. - 333 Wyatt Bidg., Wash. 5 If you like the sweet smell of success businesspapers are your kind of medium. This is where pro meets pro. Men who know sales and marketing know you build recognition and results, fast—talking business to men who want to do business... in businesspapers.



Photo on location by Arneld Rewise

# Advertising in businesspapers means business

as any advertising man who knows his business will tell you—because

#### men who read businesspapers mean business





people pay for businesspapers they want ...read the businesspapers they pay for. Note: all ABP papers are "paid"

ASSOCIATED BUSINESS PUBLICATIONS + 295 E. 42nd St., N. Y. 17 201 N. Welfs St., Chicage 6, III. + 333 Wyatt Bidg., Wash. 5

#### Sales Management

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

#### EDITORIAL STAFF

Publisher and Editor, Philip Salisbury. Executive Editor, Robert C. Nicholson. Senior Editor, Lawrence M. Hughes. Associate Managing Editors, Kenneth P. Partch, James G. Plunkett.

Special Features Editor, Harry Woodward. Senior Associate Editors, Alice B. Ecke, James R. Daniels. Associate Editor, Kenneth M. Reiss. Midwest Editor (Chicago), Robert A. Kelly. Manager Washington Office (1224 National Press Bldg.), Bert Mills. Art Director, Rich Life. Copy Editor, Phyllis B. Daignault. Editorial Assistants, Mary E. Spence, Grace Bigger, Judy Maroff.

#### **EDITORIAL RESEARCH**

Director, Dr. Jay M. Gould. Associate Director, Alfred Hong. Consulting Economist, Peter B. B. Andrews.

#### **EDITORIAL PRODUCTION**

Manager, T. Robert O'Brien. Assistant Manager, Alice Harris. General Manager Service Issues, C. A. Anderson.

#### READERS' SERVICE BUREAU

Manager, H. M. Howard. Research Librarian, Barbara Gordon.

#### SUBSCRIPTIONS

Director of Circulation, R. E. Smallwood. Assistant Director, John S. Fragale. Subscription Manager, C. V. Kohl.

U. S. and Canada \$10 a year . Foreign \$15

#### ADVERTISING SALES

Offices and personnel listed in Advertisers' Index.

#### **OFFICERS**

Chairman of the Board, Philip Salisbury. President, John W. Hartman. Executive Vice President, Randy Brown. Associate Publisher and Senior Vice President, C. E. Lovejoy, Jr. Vice President Editorial, John H. Caldwell. Senior Vice President and Director of Circulation, R. E. Smallwood. Senior Vice Presidents and Division Managers, W. E. Dunsby, Wm. McClenaghan, W. J. Carmichael.



Bill Brothers Publications in MARKETING (in addition to Sales Management): Sales Meetings, Premium Practice. INDUSTRIAL: Rubber World, Plastics Technology. MERCHANDISING: Fast Food, Floor Covering Profits and Modern Tire Dealer.











SALES MANAGEMENT is published the first and third Friday of every month except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Cerp, Second-class postage paid at East Stroudsburg, Pa. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November, Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa. WAlnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.

Copyright, Sales Management, Inc., 1960

# Every Monday Morning ... KNOW THE NEWS ...IN MARKETING ...IN MINUTES!

#### MARKETING MEN BEHIND THE "M" REPORT

Qualified to select the key marketing news for you each week.



ROBERT BRAGARNICK

- President, Robert Bragarnick, Inc. · VP Marketing, Joseph E. Seagram
- · VP Merchandising, Revion
- · Senior VP, The Biow Company



**EVERETT C. BRADLEY** 

- · VP J. Walter Thompson
- · VP The Biow Company
- · VP Benton & Bowles



JACKSON S. GOURAUD

- · National Sales Manager,
- Four Roses Distillers
- · Marketing Manager,
- Chas. Pfizer
- Regional Manager, Remington-Rand, Inc.

THE NEW "M" REPORT (Monday Morning Minutes) guarantees that you can start each week with your marketing background sharpened, revitalized - ready for the challenges of the week. • THE "M" REPORT is brand new and unique!

It is carefully and conscientiously compiled by top marketing, sales and merchandising men. The "M" Report flags down and digests key stories from hundreds of sources of marketing news. The publishers of the "M" REPORT believe (a) that success in the field of marketing is achieved mainly through ideas, and (b) that ideas must be grounded in comprehensive information. • If the news is significant, the "M" Report will pinpoint the story and the source for you — FAST!

#### READ WHAT MARKETING LEADERS SAY ABOUT THE "M" REPORT

Alfred Politz, President, Alfred Politz Research: "It is common knowledge that no one can read everything printed in the trade papers even in his own field. And yet, by not reading everything, the individual reader might overlook the very item which is most important to him. For this reason I believe the M REPORT can perform a most useful function."

S. Heagan Bayles, Chairman of the Board, Sullivan, Stauffer, Colwell & Bayles, Inc.: "All of us in business need to get important marketing facts fast. The editors of the new M Report give every indication that they will fill that need brilliantly with their weekly digest of significant marketing news. This is a fine service. Best of luck."

George J. Abrams, President, Richard Hudnut-DuBarry-Sportsman Division of Warner-Lambert Pharmaceutical Co.: "I appreciate your permitting me a preview peek at the new M Report. If your future selection of news topics is as good as appears in the preliminary issue, M Report should find a permanent spot on the top executives' desks each Monday morning."

Herbert L. Barnet, President, Pepsi-Cola Co.: "For a long time, I have been in favor of a weekly digest of marketing news. I'm happy that people who recognize important marketing events and know how to headline them are finally publishing such a digest."

#### FREE...4 WEEK TRIAL OFFER!

YES! Send me the "M" Report FREE for the next four weeks.

Bragley Publishing Company, Inc. 41 East 42d Street, New York 17, N.Y.

I understand that if after four weeks I am not satisfied with the "M" Report I will advise you— otherwise bill me at the Charter Subscriber's rate of \$30, per year. This saves me \$6, over the regular rate.

SEND THE "M" REPORT TO:

ZONE\_\_\_





#### Never promise more than you can perform

-PUBLILIUS SYRUS

# NOTES FROM THE EDITOR'S SIDE POCKET

#### New Fins and More Chrome

Current Buick ads headline "Buick's Vintage Year." Agency (McCann-Erickson) and company must think this is a striking talking point, but it wouldn't sell me. "Vintage," as commonly used, refers to the unusual, the not-often-can-it-be-repeated. Implicit in the heading (as it strikes me) is: "Last year's Buick may have been only so-so, and who knows what next year's model may be like, but this year's edition is good." One of the bad points about stressing annual model changes is that confidence isn't built for year-in, year-out, quality.

One trade organization in another industry comes out openly in favor of these insignificant model changes—because it helps its business! The National Association of Travel Organizations points out: "Less for automobiles, more for travel, may be a trend. People are resisting 'built-in obsolescence' of automobiles as represented by the 'annual model' practice. Manufacturers may be forced to make periodic rather than annual changes in model . . . because people want more enticing things such as boats, houses, and trips to foreign countries."

#### Why Wait for George?

Today's competition, as in the case of automobiles mentioned above, isn't confined to the struggle between competing brands. It is automobiles vs. boats, home furnishings vs. travel, magazines or newspapers vs. the air waves. Most manufacturers realize that — but do little about it outside of their contributions to their trade association activities.

So we always doff our hat to the individual company that doesn't wait for others to do a job for the industry of which it is a part. Currently it's off to the St. Louis Globe Democrat, which spends its promotion dollars to tell the story for all newspapers. Typical page copy is only 31 words plus a signature cut. "Hunger! Americans crave news. They devour sixty million newspapers a day, and you can't pass that off as mere entertainment. The mind needs meat and potatoes and the newspaper provides it!"

#### A Death Blow to Selling

Don't let that heading upset you; it leads into a fictional situation. The July issue of the publication, Horizon (\$3.95 a copy), carries the fifth in a series of articles by Eric Larrabee about our economy, and in this one he leads off with a synopsis of a story, "The Midas Touch," written by Frederik Pohl, a science-fiction writer. He imagines a future in which industrial production has been taken over in its entirety by robots, while human beings, to keep industry humming, are required by law to consume, and only to consume, all citizens have consumption quotas for clothes, food, recreation, and the rest, and severe penalties are imposed upon those who don't make their quotas.

"Privilege consists of the right not to consume. The lower classes are forced to consume the most: They have to eat too much and drive around in over-decorated automobiles. Only those of the highest rank are allowed to be thin, or have unpretentious possessions, or do any work. Pohl's hero is in difficulty since he has fallen behind in using up his allotment, but in a moment of aberration he hits on the solution not only of his own problem, but of society's. He puts robots to consuming for him; and when this is discovered,



#### Here's why IEN helps you reach the <u>really</u> important buyers in all industries

Only Industrial Equipment News has daily access to Thomas' Register's listing questionnaires: the most detailed, up-to-date market picture of industry, its products and its men on the move.

From this list, we select the most worth-while companies and the most important buying influences within them.

As a result, IEN's circulation parallels the growth of the entire economy. No sudden spurts or lags. No uneven distribution.

You get circulation built on corporate purchasing power, with individuals broken down by both title and function and 100% verified.

When you advertise in IEN, you're reaching and being read by the best: more than 40,000 plants, in all types of industries — nearly 80,000 exceptives. Details? Send for our new, comprehensive Media Data File.



good for selling
... because it's
used for
buying!



#### INDUSTRIAL EQUIPMENT NEWS

Thomas Publishing Company 461 Eighth Ave., N.Y. 1, N.Y. . Affiliated with Thomas' Register



#### What makes a newspaper great?



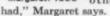
Half a world away from the hamlet of Michigan, North Dakota, one of the town's prominent authorities on world affairs is now enjoying an extended tour of

Margaret: 1949 Russia, Czecho-slovakia, Scandinavia, Germany, Austria and Greece.

Margaret Lamb's interest in the world beyond the wheatlands began back in 1949. She was a 7th grade winner in the Minneapolis Star's annual Program of Information on World Affairs-a year-long class room study plan on world issues and events. Her award: an invitation to the annual World Affairs banquet and her first trip to Minneapolis as guest of the newspaper. Five more times she earned an invitation to the yearly dinner, finally won a grand prize four-day trip to Washington, D.C. to meet national dignitaries. As one of six trip-winners from the more than 80,000 Upper Midwest participants in the program, she had answered more than 1,000 questions on this globe's pricklier problems.

Her interests whetted by repeated contacts with stimulating ideas and people, Margaret tried for a scholar-ship at Vassar. She got it. When she graduated Phi Beta Kappa in 1958 she had already won a national short story contest sponsored by Mademoiselle and was looking forward to a career as a fiction writer. The next step: her decision to spend a

year in Europe. All major moves and all propelled by the original impetus of the World Affairs program. "It created scholastic excitement that I wouldn't otherwise have



Now in its fifteenth year, and a three-time winner of the top national award for newspaper public relations projects, the Minneapolis

Star's World Affairs program does create "scholastic excitement." But it does more. For it is credited by a majority of past winners, Margaret

included, with having made a significant difference in the bent of their young lives.

Helping people understand the world they live in is one of the func-



tions of good news- Margaret: 1960 papers. The use they make of this understanding is one more example of the way the Minneapolis Star and Tribune enter the lives and foster the interests of all groups in the 31/2 state Upper Midwest-helps explain why these newspapers have and hold the largest audience of readers in the area.

Minneapolis

525,000 DAILY JOHN COWLES, President

660,000 SUNDAY Copyright 1960, Minneapolis Star and Tribune Co. far from being punished, he is greeted as a savior. His idea is universally adopted and the Golden Age arrives." Horizon, incidentally, is a sister publication of American Heritage, which many SM subscribers use as a corporate Christmas gift.

#### **Bad News in the Financial Sections**

Earnings reported for the second quarter, now being released, show more losses than gains – but this doesn't mean that profits are really sliding.

It is just that the 1959 to 1960 comparison is distorted because in last year's second quarter a steel strike was anticipated and all makers of hard goods were going all out to beat the expected shutdown. Sales soared as a result.

Conversely, the third-quarter showing will be favored by a yearto-year comparison because the steel strike slowed many industries last summer.

#### Fragmentation or Concentration?

One conclusion which seemed sound a few years back was that manufacturers' lines were being shortened, that economic necessity called for concentration on successful items and a weeding out of the stragglers. Cigarettes, for example, had shaken down to a few leaders; so had automobiles. A conspicuous exception to that general rule has been the liquor industry, where there are 100 brands sold to the extent of 50,000 or more cases a year, and where makers have been unable to narrow the brands down to a relative handful on which the full power of advertising and sales promotion could be concentrated.

But are we seeing a throwback today? And is it consumers or manufacturers who are responsible? Cigarette brands have proliferated to the extent that no retailer can store them all for easy access, and motor makers have nearly doubled their lines. Certainly the consumer is in the saddle. But will long lines spell shorter profits for manufacturers?

#### Older Salesmen Needed

If a scarcity of young salesmen or trainees hasn't hit you yet, better be prepared for it, for a crisis is due in the next few years. Study population statistics and you'll know why. The percentage of our population in the middle years is decreasing, with the increases centered in the very young and in the over-45 group.

There has been a high birth rate since the war, but most of those youngsters will not be available for jobs requiring skill or training until around 1970. The answer seems to be: Hold on to your older men and even go out and recruit those who are in good health.

One of the very best analyses of population changes is a 72-page booklet, "Fact Book on Wisconsin's Aging Population," available through the State Board of Health, Madison 2, Wis. The booklet does an excellent job of separating fact from fancy (and what is true of Wisconsin is generally true for the U.S.). Example: the growing number of older people is due not so much to older people living longer as to the fact that more young people are living long enough to reach old age. Today the life expectancy of a salesman of 45 is approximately 30 years.

This Salisbury

#### Never Underestimate the Inquiry Producing Capabilities of Industry's No. 1 Publication

# THOMAS REGISTER

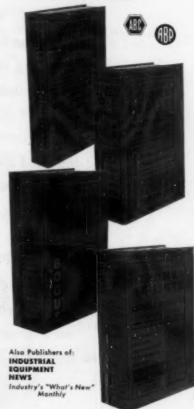
You can market your products to the American industry that accounts for over 80% of the total industrial purchasing in the U.S. In present 4-volume edition 13,007 advertisers sell with 48,176 product descriptive advertisements.

TR has met all the buying needs of industry for over 50 years. It is this unique habitual (regular) use that accounts for such high percentages of sales producing inquiries at such a low cost per unit.

Talk with a TR representative-study the facts-you can't afford to be out of

#### THOMAS REGISTER.

461 EIGHTH AVENUE NEW YORK 1, N. Y. OXford 5-0500



# "how did I lose this sale?"



Many sales are lost by a lag in dealer communication. Today, dominant and consistent advertising to the building supply trade must carry the brunt of your selling efforts. It must pre-sell, pre-inform; take up the slack in communications brought about by the dealers' inability to spend adequate time with your salesman. Manufacturers with the best sales records have already discovered this, and are depending more and more on well-aimed dealer advertising to tell your dealer customer-prospect everything he should know about a product, service and company. The vehicle for delivering this message is BUILDING SUPPLY NEWS, long recognized as industry's top merchandising magazine. Reaching more dealer establishments, servicing them best, BSN is picked by more advertisers and carries more advertising by far, than any other magazine reaching building supply dealers!



getting new dealers.

BSN's consistent, dynamic use gives your product prestige it can't get any other way.

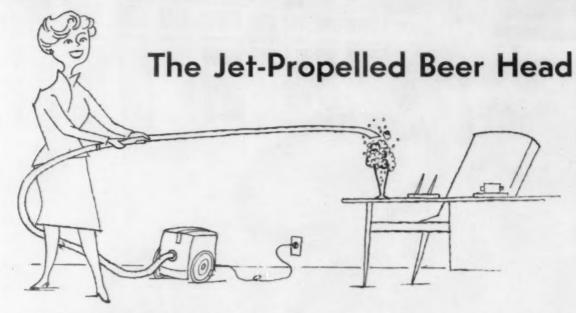
BSN enables your product-story and its benefts to penetrate to the the very point of sale.

BSN is read by the man who buys in the dealer organization and by the men who sell.

BSN is an insurance policy, in all territories, to back up salesmen.

ONE OF AMERICA'S GREAT MERCHANDISING PUBLICATIONS g Supply New A CAHNERS PUBLICATION, 5 SOUTH WABASH AVENUE, CHICAGO 3.

BUILD SALES Now with this Giant Sales Force



His competitors would be the first to admit that Alex Lewyt, art-collecting head of Lewyt Corp., has a promotional idea a minute. They'd hardly be surprised to discover that his sister, Madge Lewyt, inherited the same sort of creativity.

Madge Lewyt works for her brother. Long ago she talked her brother – and he didn't need much talking to – into establishing a Home Service Department and making her its director. She runs Lewyt vacuum cleaners around her office, giving them workouts the average housewife would think wanton destruction of good household equipment. She wants to know how the vacuum cleaners will function under any and all circumstances, whether they're easy to maneuver, if they'll stand up to punishment.

▶ But Madge Lewyt thinks vacuum cleaners should earn their keep in other ways than picking up dirt. She thinks they ought to be fun. And because of her ways of looking at her brother's products, a visit to her office might make a person feel he'd straved into Auntie Mame's parlor. A lot of Miss Lewyt's time is spent making what can only be termed unusual tests on vacuum cleaners. Some of the tests she dreams up; others are submitted by housewives; and more than you might imagine come from advertising men who are familiar with her modus operandi.

We walked in on her, recently, and found her happily blowing Ping-pong balls around the room. The Lewyt cleaner was purring away, and at the nozzle end of it Miss Lewyt was waving the hose, attached to the blower of the vacuum, at masses of the light-as-air Ping-pong balls. These floated gaily in mid-air. Miss Lewyt shut off the cleaner and asked us to have a seat.

"Grand party game," she said. "A housewife wrote me that the Pingpong game made her little daughter's birthday party. She gave a prize to the child who caught the greatest number of balls."

▶ There are now more than 3 million Lewyt vacuum cleaner owners, said Miss Lewyt. Which means that plenty of owners write the company about the new uses they have found for the product. There's a lot of duplication, such as sucking up diamond rings (using the radiator cleaner) that have dropped into impossible-to-reach places (empty the bag first: It's no fun trying to extract a diamond ring, or even a dime, from all that fluff). But lots of people have really original ideas. And a lot of them suggest children's games.

One that Miss Lewyt especially likes is the Finders-Keepers workout. This is a penny-catching game. Attach the hose to the regular suction connection of the cleaner, spread pennies on the floor. Allow each child 30 seconds to pick up as many pennies as possible with the cleaner's suction. (This game, says Miss L., proudly, works best with a 1960

Lewyt cleaner: The current model allows one to see through a power window on top and know what is in the dust bag. Children can see how many pennies they have collected.) Each child may keep the pennies he has collected. The one who picks up the greatest number of coppers gets a special prize.

And if the mother is really on the ball, she will give each child a different section of the room in which to play the game. That way the whole room can get a good cleaning!

Here's another game that is good for a nice workout. It's a no-hands puncturing game. Stretch a cord across the room and tie inflated balloons to it so that they swing free on a level with the children's faces. Then wield the cleaner's hose, attached to the blower. Mama blows air at the balloons to make them move; the kids try to puncture the balloons with a prick held between the teeth in a cork.

▶ But kid's games aren't the only suggestions she gets from writers-in.

A Madison Avenue adman recently discovered he could put a dandy head on a glass of beer. To pull off this trick, just attach the hose to the cleaner, hold it a few inches above the glass of beer and the powerful suction will cap the brew.

"I never know what the day's mail will bring," Miss Lewyt said with a sigh. "But some of the ideas are so fanciful I almost trip myself up getting to the vacuum cleaner!" Triumphs
of an advertising
decision maker



#### "SPACE MAN" EARNS HALO FOR GOOD JUDGEMENT

This media man's head is in the clouds because he discovered that advertising in Hearst Special Interest Magazines produces sales at lower cost. Sales are higher because readers are pre-sold on what the advertiser has to offer. And costs are lower because the advertiser must pay for no unwanted and disinterested audience—every reader is a prospect.

#### **HEARST** magazines

13 keys to the special interests of 13 groups of people • • • Good Housekeeping Popular Mechanics • American Druggist • Town & Country • House Beautiful • Motor • Science Digest Motor Boating • Sports Afield • Bride & Home • Harper's Bazaar • New Medical Materia • Cosmopolitan



# CHILTON'S MARKETING



# How Chilton's M-A-P helps you pinpoint the RIGHT PROSPECTS

As businesses grow, your salesmen find it increasingly tough to predetermine where the real responsibility for buying lies. Key personnel may have been moved up or out. Sometimes, the true prospect is being bypassed altogether.

M-A-P—Chilton's recently announced Marketing Assistance Program—helps you identify those buying targets. Chilton's files are constantly being replenished with up-to-the-minute data on the fields covered by its 18 publications. Plants and businesses can be broken down for you according to size and volume of purchasing. You get the data you need to help locate the true buying-specifying team. Function and responsibility of buyers—for some industries even the time and frequency of purchases—are authoritatively labelled.

This is just a part of what Chilton's Marketing Assistance Program can do for you. It also offers a wealth of direct-mail lists, research reports and profiles, decks of IBM and Univac cards, trade analyses, case histories, and other special studies. The book shown here describes M-A-P in detail. Write for it today or contact your Chilton representative.



Chestnut and 56th Streets - Philadelphia 39, Pa.



Department Store Economist • Hardware Age • The Spectator • Automotive Industries Boot and Shoe Recorder • Gas • Motor Age • Commercial Car Journal • Butane-Propane News Electronic Industries • Aircraft & Missiles • The Iron Age • Optical Journal • Hardware World Jeweiers' Circular-Keystone • Distribution Age • Product Design & Development Food Engineering • Chilton Research Services • Business, Technical and Educational Books

# **ASSISTANCE PROGRAM**

#### Everywhere people are saying ...



# COLUMNO DOUG PROPERTY OF THE P

MULTI-CITY TV MARKET

# WGAL-TV

is favored by viewers in Lancaster-Harrisburg-York, plus Gettysburg, Hanover, Lebanon, Chambersburg, Lewistown, Carlisle, Shamokin, Waynesboro, and many other communities. Profit-proved for advertisers, this multi-city market is important to your selling plans.

WGAL-TV

Channel 8

Lancaster, Pa.

NBC and CBS

STEINMAN STATION Clair McCollough, Pres.

Representative: The MEEKER Company, Inc. New York . Chicago . Los Angeles . San Francisco

## Retail Ad Boom to Raise Co-op Stakes

In the next ten years, the big growth in advertising is most likely to be at the retail level. This can mean one very important thing to the consumer goods marketer: a big surge in demand for co-op ad dollars.

Right now, all the signs point firmly to a growth spurt in retail advertising. These signs fit two basic categories: retail's need to catch up with the growth of national advertising, and the changed profile of the retail market. First, a look at the advertising growth picture:

Retail advertising has not kept pace. Certainly, it has grown, and quickly. But it has fallen behind the sizzling pace set by the national advertisers. According to the Television Bureau of Advertising, local advertising (primarily, although not completely, retail) held about 43% of the total advertising dollar in 1950. By 1959, local expenditures had grown 83%. But, because national advertising more than doubled in that time, local's share of total dropped to 38.5% in 1959.

That's not a startling drop, to be sure. But as the buying public is saturated by more and more ad messages every day, and as retail competition grows hotter and hotter, any drop can spell danger.

#### Retail Advertising Must Gain

If for no other reason, retail advertising must grow faster just to keep from getting lost in the swirl of national ads. One reason why local advertisers fell behind during the last decade is that they never really learned how to use the big growth medium, TV. But now, both radio and TV are determined to teach retailers how to advertise in broadcast media. And these media will undoubtedly capture a substantial share of the retail advertising market, although it is probably safe to say that retailers will always be newspaper oriented.

TV is an expensive medium for the retailer. But, with the help of co-op, it has been gaining popularity among department and specialty stores. Probably as a result of the high costs, use of TV by retailers has grown most in the other-than-king-size markets: Salt Lake City; Tampa; Springfield, Mass.; Ft. Wayne are among the leaders. Much of the action has been in spot campaigns stressing special sales (with enough product names thrown in to help pay the bill). There have also been notable increases in retail sponsorship of regular local programs, especially of the news, weather or sports type.

Radio, too, has been increasing its share of local advertising. But so far there has been relatively little usage of retail ads featuring co-op product promotions. One thing is sure: Both radio and TV will be working hard for more co-op dollars. And a good deal of success seems to be certain—for one reason.

#### Shoppers Are in the Suburbs

That reason can be summed up in one word: suburbs. The changing retail market brings about this situation: Not only must retailers advertise more to keep up with the rise in ad volume generally, but they must increase advertising even more if they want it to maintain its accustomed strength as a sales stimulator. Why? Look:

- 1. The population is shifting to the suburbs. Preliminary census counts in metropolitan markets show a 10-year rise of 8.2% in central cities, a 47.2% rise outside the cities.
- 2. Sales follow the shoppers. In 1950, suburban department store sales accounted for 17% of the total. By 1958, 35% of all department store sales came from suburban stores.
- 3. And much of the suburban growth story is still taking place. At the end of 1960, according to Chain Store Age, there should be 4,500 shop-

ping centers, fully one-quarter more than there were at the beginning of this year.

To compound the problem, it is the new suburban dwellers who represent the most enticing market. They are the families on the way up—families with children and with a constant desire for more and more luxury through consumption.

These factors will exert a growing pressure for expanded retail advertising. Here's why:

Most basic is the simple fact that as the circle of families that must be reached expands, advertising must radiate farther from the central city to be effective. And, as the population grows, the cost of maintaining a share of market must also grow.

Second, there is the shopping center—branch store phenomenon. Here's a hypothetical example: Assume that a big downtown store opens a large branch ten miles north of a large city. Downtown store shoppers will still be reached by advertising in the traditional way. But to make that branch carry its own weight, concentrated advertising must reach at least 15 or more miles into the northern suburbs.

#### Holes in Conventional Coverage

But with some few exceptions, it is virtually impossible to use conventional media to advertise heavily 15 miles north without also advertising the same distance east, west and south. And these areas are likely to be suburban strongholds of rival stores.

Consequently, the store and co-op advertiser must pay for wasted exposure.

Third, in order to achieve this suburban penetration, stores in some areas will be forced to learn about and use farther-reaching but more expensive broadcast media. It is true, however, that many newspapers, caught with their suburban circulation down, have done much to strengthen their hold on the outlying communities. Circulation drives, suburban sections (or even editions)

have boosted the penetration of many newspapers tremendously. But radio and TV will still have a strong advertising story to tell.

Another growth pressure on retail advertising is that the store must come to rely more heavily on advertising. Gone are the days when the housewife had one place to go for something she needed: downtown. Gone, too, is the heavy store traffic created by the housewife's shopping around once she got downtown.

Instead, today's housewife must decide before she leaves home which store (in which center) she will visit. Once at the store, she must buy there, or put off her purchase several days until she can visit a competing center some distance away. Consequently, the retailers must rely on advertising to create store traffic; it must be strong enough to influence the shopper's decision as to where to drive to buy.

#### What Kind of Co-op? How Much?

A spurt in retail advertising means that many marketers will need to take a fresh look at their co-op plans. Here are some of the questions they must answer:

Would a substantial increase in co-operative radio or TV advertising be compatible with the company's advertising strategy? If so, would the present plan make these media too expensive. Could production allowances become too costly if stores use TV?

Must stores specially request these media, or should they be written into the co-op agreement? Should payments be restricted to spot ads, or include programming costs as well? Even though newspapers will remain the mainstay of co-op, should films, slides, scripts, etc., be mailed out regularly along with newspaper mats?

And, last but by no means least, just how much can co-op payments be expanded before they become an intolerable burden? Many manufacturers are beginning to take a second look.



W. Thomas Rice, President of the Atlantic Coast Line, is one of the young presidents in a new era of milroading.

#### "I certainly can't reach as many shippers as an advertisement can."

"A railroad must depend on the best equipment it can get to compete for today's passenger and freight traffic. Needless to say, the advantages the ACL offers shippers represent an investment of millions. But no matter how good our rolling stock is, we have to find people to use it.

"When I talk to a shipper personally, I can spell out the benefits our line gives him in fast handling, economy, and safety. If I could call on two such shippers a day, I would still cover only a handful whereas an advertisement in the right business publication can reach thousands in any month.

"This is why business magazines like McGraw Hill's are an important sales force for us. They make 'calls' on the men we want to reach, tell them what we want them to know. Without the help of well-placed advertising, I'm sure our cars would not be nearly as full."



McGRAW-HILL PUBLISHING COMPANY, INC., 330 WEST 42nd STREET, NEW YORK 36, N.Y.

More than one million key men in business and industry pay to read McGraw-Hill publications.



I wenty-four years apart, two men in widely different fields went into business with similar ideas. What they did-and how it applies today-may suggest a way to increase your own sales and profits.

In 1898, Dr. John T. Dorrance gave America a great new convenience: canned condensed soup. It saved people money because it cost less to ship and handle. It enabled housewives to produce quickly and easily a tasteful, nutritious dish.

Now Dr. Dorrance's idea has grown into one of America's most successful companies, the Campbell Soup Company, with sales of a half-billion dollars a year.

In 1922, DeWitt Wallace started a magazine that condensed the best reading from everywhere into a convenient-sized publication. Today, Reader's Digest is the world's most widely read magazine - with 12,000,000 copies bought monthly in the U.S., 21,000,000 bought throughout the free world.

WHAT HELPED BOTH TO SUCCEED? In both cases people received new convenience-savings of money or time-with high quality at a reasonable price.

Shortly after Reader's Digest opened its pages to U.S. business, Campbell Soup realized the great interest such a magazine's readers would have in its own products. Clearly, Digest buyers are interested in convenience, quality and economy in both time and money. What better place to advertise products with such benefits?

"Campbell's Soups and Reader's Digest have a great deal in common," says John A. McGlinn, Jr., vice-president-marketing of the soup company. "We know . . . that 'good things begin to happen when folks have Campbell's Soups' and we also know, as the Digest says, that 'people benefit from the rich rewards of good reading.' Each benefit in its own way makes an important contribution to the welfare of everyone.

Through Reader's Digest we reach millions of people likely to buy Campbell products. The Digest's lasting life and its editorial nature encourage readers to return to it many The Campbell Kids are among the world's most famous company symbols.



times over several weeks. This re-reading creates additional opportunities for people to see our messages.

"Its atmosphere of believability created by its editorial performance has helped gain wide, rapid acceptance for our new food ideas and products. We are impressed with the values delivered by Reader's Digest."

Campbell also uses Reader's Digest to advertise V-8 Vegetable Juices and other products.

What Campbell Soup has found in Reader's Digest can help other companies - probably yours . . .

1 The largest proven audience of readers. It is larger than any other magazine, larger than any newspaper or supplement . . . larger than the audience of

the average nighttime network television program.

Campbell Soup reaches over 35 million Digest readers, who turn to each advertisementover 60 million times.

2 The largest quality audience that can be found. More people with greater spending power read the Digest than any other magazine. And the higher the income group, the greater the Digest's share of the audience.

3 Repeat exposures. Digest readers will look at your advertisement over 60 million times, according to the latest Politz research. This means millions of readers will look at it more than once. In these cases you will get-at no extra cost-the same benefits as if you repeated the advertisement.

4 Discrimination in the advertising accepted. The Digest alone of major advertising media accepts no alcoholic beverages, no tobacco, no patent medicines.

5 Belief in what the magazine publishes. People have faith in its editorial and advertising columns alike.

People have faith in

Largest magazine circulation in the U.S. Over 12,000,000 copies bought monthly



# CROSBY & CLOONEY

When Bing and Rosemary signed for their weekday program, Variety wrote: "CBS Radio Still Makes Like Show Biz." It's this network's tradition, of course. One that attracts audience... sells for sponsors. Here, Bing and Rosemary join personalities like Arthur Godfrey, Art Linkletter and Garry Moore to offer personal salesmanship unequalled elsewhere. In all radio, this is the kind of company you keep...

ONLY ON CBS RADIO

## -SM-MARKETING

#### NOW, FLAVORED BRUSHES

Watervliet, N.Y.—It's a good bet that Johnson & Johnson Co. will make a hit with its latest gimmick—flavored toothbrushes. J&J's new line of "ice cream brushes" are colored and scented to give the impression of chocolate, vanilla, strawberry, etc., so the youngsters can have a different flavor after every meal. And, gimmic's or not, it should sell more toothbrushes.

#### THE STRONGEST IMAGE

New York - High school students, young as they may be, are but a few short years from beginning their careers. And, among 2,500 males recently surveyed by Scholastic Magazines, General Electric Co. seems to have it made. Of seven business categories, GE rated tops in four: "company I'd most like to work for" (17.4%); "leader in scientific research" (32.6%); "most outstanding in atomic energy" (23.3%); and "most outstanding company in missiles and rockets" (10.2%). Also, GE rated second (behind Kaiser) as engineering leader and fourth (behind Du Pont, Dow, Monsanto) as the leader in chemical R & D. GE failed to score only in the "leader in the rubber industry" category, where Goodyear took the honors (47.2%).

The special significance in these replies: Of the boys surveyed, 65% plan to go to college, and 28% of the total are planning careers in engineering and science.

#### DOES YOUR AD SMELL?

Omaha — Someday newspapers and magazines may come in a variety of odors. An example of what could lead to a new kick in advertising is a recent ad in the South Omaha Sun. The ad was for an assortment of orange products—so it was printed with orange-scented ink, of course. Oranges are okay with us, but let's not overdo this thing.

#### GROWING PAINS

Peoria—Caterpillar Tractor Co., which is running a series of institutional public service ads, points out these interesting, if unsettling, facts in a current ad: In the next fifteen years, "This nation must have . . . tens of thousands of miles of new roads—almost double our present water sup-

ply-double our school facilities—20 million new homes—20% of our present housing rebuilt—2½ times as much oil—60% more lumber and twice as much pulpwood—55% more metal ores—soil conservation on 1,159,000,000 acres—123,000 new dams and many miles of levees—double our present hospital facilities—three times more electric power." Just a little "think" item for the sales exec!

#### DOUBLE IMAGE

Cleveland—This one has the strong-product-image proponents biting their fingernails: Mr. Magoo, the fumbling, nearsighted cartoon character, has taken another job. This fall, General Electric's Lamp Division will use Magoo extensively in its campaign for GE bulbs. The company began building the Magoo tie-in with an extensive campaign last spring. Magoo's other job: a weekly half-hour cartoon show for Kellogg Co., also starting in the fall. Observers are hoping that the Nearsighted Mr. Magoo won't try to plug in a corn flake.

#### BIG PUSH FOR STOCKS

New York – The once conservative New York Stock Exchange is shooting the works this fall with a million-dollar advertising and promotion campaign. The stock exchange's big push will be built around a 16-page color insert, on why and how to invest, in the October Reader's Digest. Newspaper and magazine advertising will also be used extensively, as well as some million reprints of the investor's primer that will be distributed by member firms.



Source: Sales Management's 1951 and 1960 Survey of Buying Power.

# on the MOVE



#### CASHING IN ON 'CARE'

New York—A major public service campaign with a new twist will be conducted this fall by Vick Chemical Co. Vick plans to raise a million dollars for CARE, the Cooperative for American Relief Everywhere.

Vick's methods include all the time-tested tools of a successful promotion: a contest with big prizes, P-O-P displays, direct mail, spot and network TV, ads in Sunday supplements and major consumer magazines. The cash for CARE will come from contestants who must send at least a 50c contribution with their entry forms.

When it's all over, CARE will be better off by a million. And Vick may do even better.

#### THE TREND TO TAPE

Houston – Sales have shot up 30% over the normal increment since a Texas drug manufacturer began sending its salesmen tape-recorded "homework lectures." Savage Laboratories sends each man an hour-long tape per month, packed with product data—one way of attacking the old product information problem.

#### INDUSTRIAL LEASING HIGH

New York—Twenty-nine percent of industrial firms now lease some capital equipment, according to a new survey by Mill & Factory magazine. The major reason for leasing (40%) was that it avoids large initial outlays of capital. Tax savings were listed by 21% as their motive for leasing.

Although office machines and

transportation equipment rather expectedly received the most frequent mentions as type of equipment leased (31% and 23%, respectively), materials handling equipment (18%) and machine tools (17%) also were strong. Fully 86% of companies now leasing said they will continue to lease at their present rate or would expand leasing plans in the future.

#### DID FTC HURT FILTERS?

New York—Early this year, the Federal Trade Commission turned thumbs down on the health claims rampant in filter cigarette ads. By early February, most such claims had been eliminated. Now, there is evidence (admittedly inconclusive) that this little bit of FTC intervention may have hit a vulnerable spot.

The New York World Telegram & Sun reports that filter cigarettes' share of market, based on a running survey of New York grocery stores, hit an all-time peak in February and then dropped consecutively in the next three months, the length of time covered by the report. This was the first time filters declined for more than a single month.

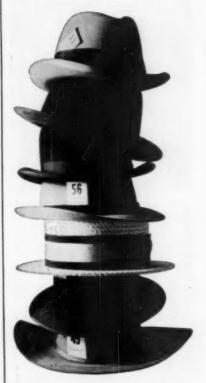
#### PETER ROBBED, PAUL PAID

Detroit—When the new compact cars hit the market last fall, savants predicted that they would be most damaging to the lesser imports, do little or no harm to the leaders from abroad. Figures from R. L. Polk & Co. for the first four months of the year show this to be generally true . . . with one interesting twist.

Leaders Volkswagen and Renault racked up gains of 60% and 17%, respectively, over the same period the year before. Among the hardest-hit imports, though, were Detroit's own captives: English Ford, down 24%; Buick's Opel, down 14.7%; Chrysler's Simca, down 52%; Pontiac's Vauxhall, down 30%.

#### WHO'S THE MARKET?

Battle Creek—After years of incessant hammering away at the kids, Kellogg Co. is now taking major notice of another big cereal market—adults. After many months of preference tests in the field and among visitors to the factory, Kellogg has announced the birth of the Request Pack. A scaled-down version of the longestablished Variety Pack, this new



# CAPITOL CLOAKROOM

Radio's oldest continuous public affairs series traces our legislative process. It was awarded a Freedoms Foundation Medal for creating "a better understanding of great fundamental American tradition." Listeners hear Presidents, Senators, Congressmen—those who help to make the law. In all radio, Capitol Cloakroom is the kind of company you keep...

ONLY ON CBS RADIO

# DEpth

# IN EDITORIAL STRENGTH

a measure of the publication you need to SELL the

PLUMBING-HEATING-COOLING INDUSTRY...

Your advertisements trumpet up and down the land . . . or crawl weakly about the somber, gray graveyard of lost readership, depending largely on the editorial product of the publications in which they appear.

In your own plumbing-heating-cooling media evaluation, Domestic Engineering urges you to compare actual issues, side by side. Study them in the mental context of a reader, not an advertiser.

Do this, and see with your own eyes exactly why plumbing and heating contractors pay to read Domestic Engineering while as many as 15 free publications pile up on their desks every month.

Do this, and discover why Domestic Engineering has won 16 of the 19 editorial excellence awards made to all p-h-c publications in the Industrial Marketing/A.I.A. Editorial Awards Contests.

Do this, and know firsthand the editorial vigor that gives muscle, sinew and voice to every advertisement your company schedules in Domestic Engineering. Editorial strength... has made Domestic Engineering the first media choice of more manufacturers than any other publication in the p-h-c field. Want copies for your own side-by-side test? They're yours for the asking.

CONSULT YOUR ADVERTISING AGENCY

#### DOMESTIC ENGINEERING



1801 PRAIRIE AVE., CHICAGO 16, ILLINOIS

mixture is tailored to adult cereal preferences.

Kellogg expects the Request Pack to have wide appeal among parents whose conventional tastes in cereal do not smack of the newer, more sensational types enjoyed by their children.



#### CAN YOU TOP THIS?

Okłahoma City-This "world's largest display" of pork and beans was engineered by an ingenious sales manager for Stokely-Van Camp, Inc. Phil McNamara, southwest regional sales manager, interested a Humpty Dumpty Supermarket in the huge center-of-the-store display of 1,650 cases-63,360 cans. Nor was it done quietly; a truck motorcade, escorted by motorcycles, drove the pork and bean cargo right through Oklahoma City.

Dramatic new evidence of the power of special displays (even ones a little smaller than this) comes from Progressive Grocer magazine. An analysis of over 700 special displays in Dillon stores showed that special displays boosted sales more than 650% over the sales of similar items just sitting on the shelf.

Note: That Van Camp display was sold right down to the last can in 10 weeks.

#### PRINTACULARS: ON OR OFF?

New York - Just as "printaculars" magazine ad inserts on heavy paper, some of which even include pop-ups -were gaining popularity as a way to guarantee reader attention, Time Inc.'s House & Home announced a new policy: All inserts will be submitted before publication for a ruling on their acceptability. Those printed on stock that is too heavy will be rejected. The reason: complaints from other advertisers that heavy inserts cause the magazine to "break" open automatically at the overweight page, making it difficult for the reader to turn to other ad pages. If response is favorable enough, other magazines may be tempted to follow suit.

#### RETURN OF THE SPECIALIST

Morris Plains, N.J.—The return of the specialty store is predicted by George J. Abrams, president of the Hudnut-DuBarry Division of Warner-Lambert Pharmaceutical Co.

"Today's general store — or super market—may last through the sixties," says Abrams, "but I make the prediction that the seventies will see the return of the specialist—the retail outlet clearly stamped as a drug store or a food store or a liquor store. These will be well thought out, beautifully designed stores, with a character of their own. I think the public will respond to this idea because, somehow, the public has more confidence in the specialist—the expert in a chosen field."

#### PILLSBURY CLEANS UP, TOO

Minneapolis — After having created virtually every product imaginable that somehow relates to home baking. The Pillsbury Co. apparently now wants to help clean up, too. The giant miller has entered the highly competitive household cleaner field with the purchase of the \$6-million-a-year-sales Tidy House Products Co. of Shenandoah, Iowa. Tidy House, with distribution only in the Midwest, makes a dry bleach, powdered and liquid detergents, and a liquid starch, among others. Pillsbury intends to achieve national distribution of its new lines, which are, incidentally, the company's first in the non-food grocery field.



#### PREACHING PRACTICED

New York—Pepsi-Cola Co., quick to urge consumers to "be up-to-date with Pepsi," continues to follow its own advice. The company is eliminating the elaborate "Pepsi-Cola" legend on the bottle cap, is replacing it with a more visible, cleaner-looking upper-and-lower case "Pepsi. (Just last month in these pages, SM reported that the big soft drink company was market testing a plastic throw-away bottle.)

# Judy O'Grady— Marketing's Woman of Mystery



By Gene Waggaman

Understanding why she buys
is as important as knowing
what she buys and how she buys it.

Judy O'Grady is feeling terribly misunderstood. She and her fabled sister-under-the-skin, the Colonel's Lady, shop the same stores; they bank at the same bank, and their children attend the same public school. To the casual observer the "new" Judy O'Grady has "made the grade." She's considered by many to have become the social (as well as economic) equal of the Colonel's Lady.

But why she is so considered is a mystery to Judy.

The fact is that, whether we like to admit it or not, a social class system exists in this country to-day, as it has in the past. In an age when wide economic disparities between groups of people have largely disappeared there still remains an invisible wall of social behavior—a difference in background, values and status symbols—which separ-

ates our population into distinct social groups.

And Judy O'Grady, the "mysterious" woman behind the invisible wall, is the prototype of one of these groups. She is the representative of the nation's mass of working class people, and her system of values, her background, her social outlook set her clearly apart from her counterparts in "white collar" or executive families. Moreover, Judy prefers it that way.

One of the obvious expressions of her social class placement is to be found in her choice of reading matter. For she prefers Family Behavior magazines like **True Story** and **True Romance**, and she reads little else.

In a recent study, Social Research, Inc., a leading organization of social scientists, showed the reasons why Family Behavior magazines have their particular impact on their housewife audience of working class women, and why these women basically reject other kinds of magazines that are edited to women of different social status. The findings of this study were made available in the form of a presentation entitled, "The Invisible Wall," which has been widely shown around the country.

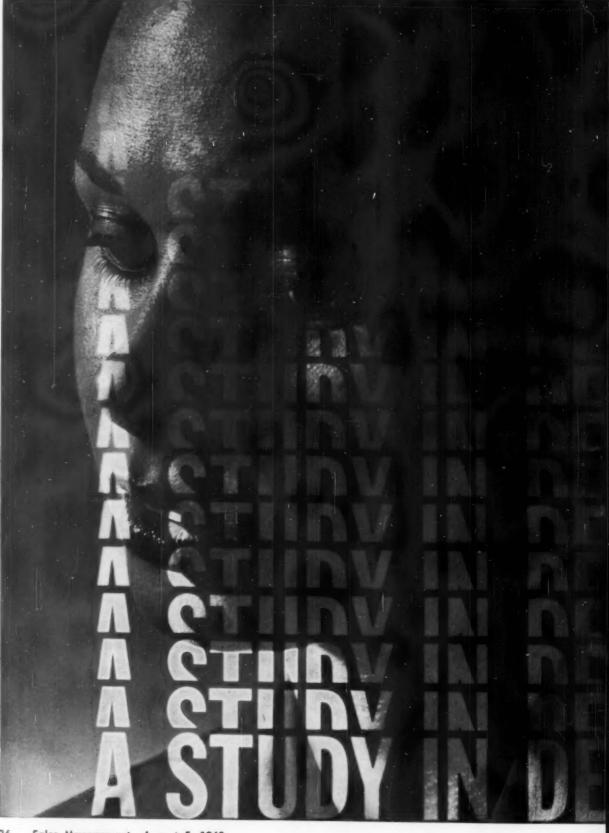
In a second, equally penetrating study, Social Research, Inc. delved even more deeply into the social and psychological factors motivating the working class reader of Family Behavior magazines as a consumer. Social Research did so in the belief that it is necessary fully to understand the behavior of women like this, rather than simply to enumerate it.

In effect, Social Research determined the sociopsychological characteristics of the reader which control her consuming style—that is, her predisposition to buy and to use goods and services in particular ways. This consuming style guides the woman's more concrete actions in the day-to-day purchase and consumption of specific brands and products. It also guides her pre-purchase response to advertising. Thus, understanding why a woman buys is as important as knowing what is bought and who buys it.

In order objectively to appraise working class women, advertising and marketing people must actively avoid a common, though understandable, error. They must not allow their own social class placement-which is certainly middle class and probably upper middle or upper class—to influence their judgments of the working class women. For, as Social Research phrases it: "The readers of the magazine (i.e. Family Behavior magazines like those of the True Story Women's Group) would have a great deal of difficulty adjusting their lives to the value systems and behavior of the upper middle class woman. But, the reader of this re-port would have as much trouble adjusting his life to the value systems and behavior of the working class. Yet, the businessman must understand, and learn how to deal with, the realities of this working class world if he is to do the best possible job of marketing his goods there.'

Judy O'Grady simply wants to be understood and accepted for what she is.

To help business evaluate and judge the readers of Family Behavior magazines as a market for myriad consumer goods and services, the findings of Social Research, Inc. have been organized into several brochures: The Invisible Wall, The Familiar Stranger and The Golden Triangle (an analysis of the role of television in magazine homes). Call, or write TRUE STORY WOMEN'S GROUP, 206 East 43rd Street, New York 17, New York.





Announcing a major new research report

#### "TV GUIDE: A STUDY IN DEPTH"

# The magazine's meaning, function, and its reader reactions

Conducted by SOCIAL RESEARCH, INC., under direction of Dr. Burleigh B. Gardner

That TV GUIDE means a great deal to a great many people is obvious. In seven years it has become the best-selling weekly magazine in America. Every issue is bought by more people than have ever bought any other weekly magazine.

But just what kind of people read TV GUIDE? How do they read it and what do they get out of it? What significance, beyond its massive numbers, does the TV GUIDE audience have for advertisers?

A new study by Dr. Burleigh B. Gardner and his staff at Social Research, Inc.—one of the most comprehensive motivational surveys ever made of a magazine's readers—explores the habits and attitudes of the TV Guide audience in great detail. For example:

- Most TV Guide readers (73%) are "selective viewers" who use the magazine to insure that their TV hours are rewarding and worth while. They see themselves as applying intelligence and organization to the business of TV watching.
- Virtually all readers look at TV GUIDE as an entity. They read and use its National Feature Section with

as much attention, interest and purpose as they do its concise program synopses and listings.

- Readers regard TV GUIDE as authentic and authoritative—a force for good television and the primary source of information that makes them intelligent, rational consumers of television.
- Every indication is that TV GUIDE readers are as careful and selective about their buying as they are about their TV viewing. They approach the magazine in a mood of relaxation—looking for authoritative guidance to shared family pleasure.

As this glimpse suggests, the survey's findings have considerable significance for advertisers . . . especially when viewed against the already well-documented statistical background of the numbers, age and living standards of the TV Guide audience.

A comprehensive report of this study has been published. Your TV GUIDE representative is ready to present and discuss the findings with you. To see him, or to obtain a copy of the report, contact your local TV GUIDE office or write TV GUIDE, National Advertising Department, Radnor, Pa.

Best-selling weekly magazine in America circulation guarantee 7,250,000





Got to sell big ticket, hard goods, remember—not impulse items—and for cash. We need customers with dough—which is why I want a lot more action in the New York News. The News has over 3,000,000 readers in the \$5,000 and up families—more than all the three other New York morning papers. And more than a half-million in over-\$10,000 families, too."

# LETTERS TO THE EDITORS

#### 'last great price fix'

I was amazed to read in your June 17 issue an article titled "The Last Great Price Fix" which appeared to be probably written by a publicity agent for a large electrical company.

I cannot believe that this article was written as a detached appraisal of a situation on which at least three different statements of indictments have been voted by three different Grand Juries. Of course, I would not believe that the Bill Bros. Publications would sponsor such an editorial for the purpose of creating good will with one of the defendant companies. Significantly, this article fails to state that one of the representative companies has pled guilty to the first indictment. . .

NEAL D. IVEY

President Merchandising Institute Haverford, Pa.

The Last Great Price Fix" was entirely staff written-not even suggested by anyone in the electrical industry. SM hopes reader Ivey will reread the article and note that nothing in it excuses the conduct of the electrical companies or condones price fixing.

The article states the facts: that the companies and individuals were indicted on certain charges; that most pleaded not guilty, while some pleaded guilty; that the penalties could be justifiably steep.

The point is stated plainly: "The conditions might have been just right for it [price fixing] to get started in electrical equipment. . . . The conditions probably won't be just right in another industry for a long time to come, if ever again. Now, with the electricals scalped clean, other companies in other industries will think twice before suggesting, 'Let's stop cutting throats."

#### poor, neglected salesmen

It seems as though everyone has a day except the hard-working salesman out in the field. Sometimes his manager forgets to pat him on the back and bolster his ego.

Why can't we include a NA-TIONAL EGO DAY along with all the others?

FRANK BLACK

Division Manager Encyclopaedía Britannica Philadelphia, Pa.

#### . . . and vocal saleswomen

I'm sure Don Scott made a big hit with the women readers of SM by his glowing tributes to their abilities as sales people ("Hiring or Keeping the Wrong People," SM, July 1). . . .

So why, oh why, did he have to spoil it and raise the hair on the back of their collective necks by his next unpardonable bit: "You can hire highly educated, topnotch women as sales personnel for about one-half what you would pay the same caliber in the male department." ?

While the statement is undoubtedly too true, is there any legal, moral, or humane justification for such a state of affairs? The only conceivable justification for such discrimination in pay between men and women is the assumption that the man is always the breadwinner for the wife and little kiddies, and that women only work for the fun of it and spend their money on frills and furbelows. But IT AIN'T NECESSARILY SO! For 18 years now I've supported myself, a home, and two youngsters. Currently my son is in the Air Force, but I'm putting a young lady daughter through college.

A statement like Don Scott's is anathema, rank heresy, and adequate justification for having him banished to Siberia! So please convey to him the thought that I and millions of other women feel that there is definitely something wrong with his "ob-jective approach" to the matter of recruiting and properly remunerating sales personnel! And I do believe there are at least a fair number of men who are fair-minded enough to agree with

If Don Scott knows of any Utopia where women can buy the necessities of life (and perhaps a few luxuries) at half-price, we'd be very happy to have him pass this knowledge along to us so that we may contentedly work for half-pay and at the same time keep up with our obligations and responsibilities.

WANDA M. SNYDER

Wooster, Ohio

Okav.

#### the worth of a reputation

I was very much impressed with your editorial in the June 3 issue en-titled "Words My Mother Never Taught Me," . . . especially with the concept of a company's reputation being its most important asset. So many salesmen forget to emphasize their company's good reputation-a guarantee to make good on any possible trouble that might develop. . . .

T. A. WARNER

Sales Manager Hendrick Manufacturing Co. Carbondale, Pa.

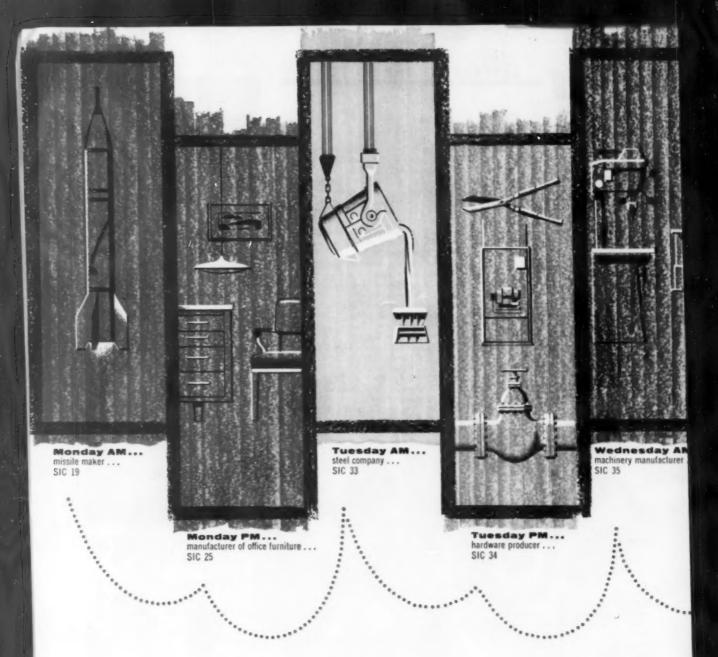


sample only \$/ quantity prices on

 Here's an easy way to hammer home forgotten selling fundamentals again and again. It's the SalesDarter.\* Every game a train-ing session. Your salesmen, distributors, dealers, customers will love it! Give as gifts, or sell co-op. Ideal for meetings, hospitality suites, playrooms. Size: 1734" x 1734". Printed 3 colors. Individually packed with 3 darts. Order sample today! \*Trademark of Close & Patenaude

to Close and Patenaude
Pennsylvania Blvd., adelphia 3, Pa., LO 8-4224
Please send sample SalesDarter, postpaid. I enclose check for \$4.49.
Please send sample SalesDarter and bill me \$4.49 plus postage.
Please send descriptive literature

Name			
Title			
Company			
Street			
City	Zone	State	

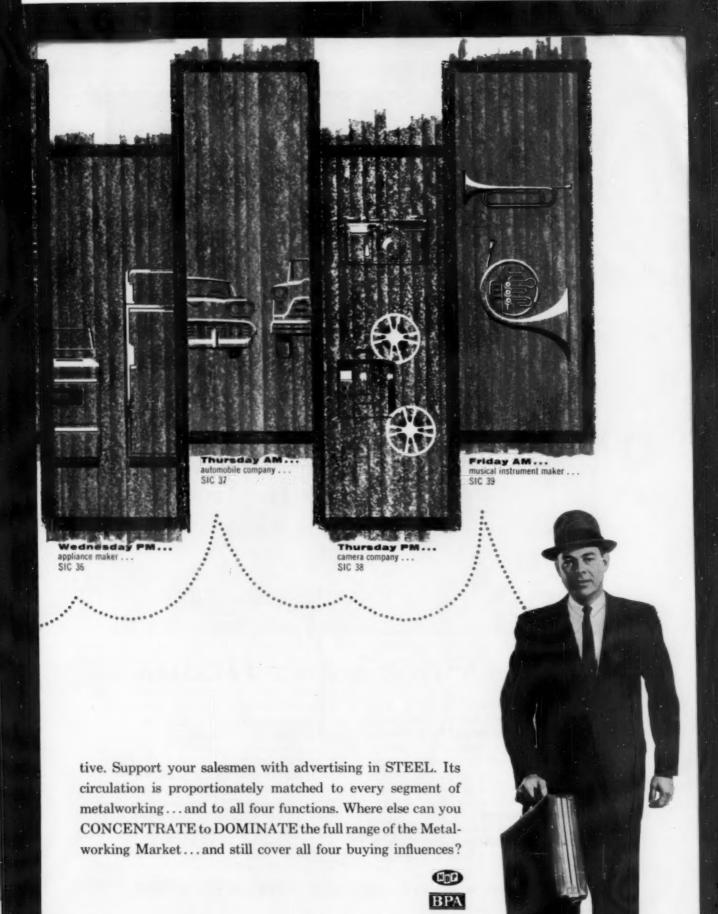


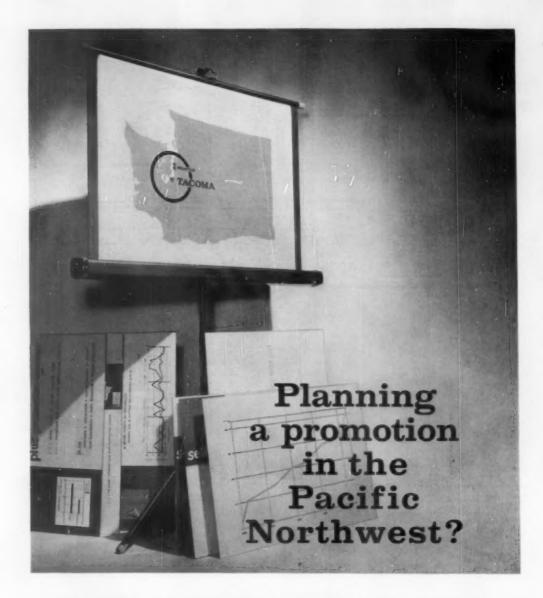
# When your salesmen go to town



... any town ... they call on every worthwhile plant. They cover the \$150-billion breadth of it to make sure they get their share. When they make plant calls ... they don't limit contacts to any single buying influence. They try to cover all bases ... purchasing, production, engineering and administra-

SERVES ALL FOUR FUNCTIONS BEST BECAUSE IT SERVES THEM ALL
A Penton Publication Penton Building Cleveland 13, Ohio





#### THINK TWICE ABOUT TACOMA

First: always think of Tacoma as a vital segment of the dominant Puget Sound Circle—biggest market in the Pacific Northwest.

When your sales forces work this Puget Sound market, nine times out of ten they cover retail outlets in both Seattle and

Tacoma at the same time. When distribution and merchandising is set in both metro areas, the advertising breaks.

Unless it breaks in Tacoma at the same time, a good quarter of your sales-merchandising effort is wasted.

That's because of the second thought you have to keep about Tacoma.

It's a market that can not be covered by any outside newspaper or any com-

bination. Only the dominant Tacoma News Tribune – now delivering more than 85,000 daily—can do the job.

Ask the man from SAWYER-FERGUSON-WALKER and get the facts



# Don't Stub Your Toe On That Next New Product

Like it or not, the chances are better than four out of five that your next new product will be a flop — and a costly one. Today, it's harder than ever to make it that one-in-five success.

MORE THAN 80% of all new products fail in the market place. Probably 99% of all product ideas don't even get out of the research lab.

Companies can lose millions of dollars of business—they can even be put out of business—by an alert competitor who scores a new product success.

Yet, today, many companies are still counting on their same old seat-of-the-pants techniques. They haven't quite faced up to the plain fact that developing and introducing new products is now one of the most exacting sciences in marketing. The margin for error is steadily shrinking; decisions are growing more complex; costs of failures are soaring.

Today, planning can—and must—be put into product development and product launchings. In three successive articles on the following pages, Sales Management explores the strategy, planning and techniques that can help keep your next new product from being an expensive failure.

- The first feature—planning the product—is a down-to-earth discussion of "Four Big Pitfalls in Product Planning." This article draws from the experiences of many firms to tell how a company can build planning into product development from the very beginning.
- Telling how to put the plan into action, we have: "Why Did This Sales Plan Lay an Egg?" This story tells of a sales v-p who learned too late that "the details" don't take care of themselves—that timing, internal communications, and up-to-the-minute progress checks are vital links in any new product sales plan.
- The third story puts these preachments into practice, relating how Keuffel & Esser broke into a tough market monopolized by imports. K&E's success is a model lesson in how to plan and launch a new product.

(continued on next page)



#### Planning the product:

## Watch Out for Four Big Pitfalls in Product

Marketers with records of real success in new products handle product planning as a thoroughly thought-out, well-organized procedure. They are aware of, and plan to avoid, the four major pitfalls which loom as the most serious and most frequent.

By ROBERT N. WHITE
Vice President
Barrington Associates, Inc.
Management Consultants

"My big problem is to get products through product development and into the market while it is still there," remarked the sales v-p of a machinery company. He pointed wryly at his own company's report on \$4 million lost in potential sales because product planning delays permitted a competitor to hit the market a full year ahead of his own product.

This experience in losing potential business is bad enough. It's even worse, to pick another example, to lose existing business—as a southern farm equipment manufacturer did when a competitor introduced a new machinery item that obsoleted a large part of the first firm's products.

Companies can strain their budgets to squeeze out all possible dollars for research, and still not come out with profits on new products—if their marketers have failed to do their planning homework before the engineers and designers go to work. That's why it's so important to build planning into

product development—and be aware of the pitfalls—from the very beginning.

Those companies with records of really successful product planning handle this activity as a thoroughly thought-out and well-organized procedure. They take cognizance of, and plan to avoid, the four major pitfalls which loom as the most serious—and most frequent—that occur. These are also easy roadblocks to sidestep by effective planning and controls that consider every aspect of a move.

#### Why Better Product Planning Is a Must

The need for some kind of product development planning is almost self-evident, and most marketers are aware of it. But the need for being better than the competition in this planning is often accepted only superficially. It's nonetheless real; here are four reasons why, as outlined by Barrington Associates, management consultants:

- Number of product failures. In past years the generalization that four out of five new products fail has been reasonably accurate. In textiles, for example, nylon, the acrylics, and the polyester fibers have clicked—but are only three successes out of 12 new fiber types introduced in the past 30 years. Today, there is much evidence that a 75-80% failure rate almost understates the odds against a new product.
- Size of the product development investment. The time and dollars spent in bringing new products to the market go beyond the 80% failure rate for new products. Long before that—at the research project stage—the failure rate is close to 99%.

For instance, at Whirlpool Corp., one out of 580 ideas

actually reached the production stage. At Celanese Corp., "hundreds" of projected products are rejected before one gets as far as marketing. At Du Pont, possibly one in every 20 "basic projects" results in a marketable product.

The time and cost of these projects can be huge. Citing a few successful ones: Du Pont's nylon took \$70 million and 11 years. Celanese defines a "small" research project as one requiring \$50,000 to \$100,000. Even the develop-



## **Planning**

### Pitfall #1: Lack of specific planning for new products

It's a typical experience today for a company to have to face up to this problem: "We set up a committee to get going on new product ideas. They ve been brainstorming for three [or six, or 12] months—and we're still not getting any place. What's wrong with us?"

The answer can be a number of things, but first, the chief marketing executive should ask this question: "Where do we want to go, and why?"



Actually the decision on why you want product planning must come before you can take the next step. And, "to make more money," or "to increase sales volume," is not specific enough to be a basis for planning.

One company took a cut at determining the "why," and came up with these reasons, after discarding many others:

- Increase share of existing markets and reach new markets.
- Use idle production facilities.
- Keep competitive in both design and price.
- · Reduce cyclical fluctuations.
- · Replace declining product lines.
- · Meet volume objectives.
- · Maintain product leadership.
- · Produce satisfactory profit.

This list meant specific things to that company in the light of its overall objectives and current situation. With it in hand, the firm was then ready to define specific objectives of its product development efforts.

In this next stage, another company, following a hard look at its own capabilities, outlined some realistic objectives which a product idea should meet before being given the green light. Company management agreed to restrict consideration to products which:

1. Use present distribution, or vari-

ations, within its marketing capability.

- 2. Do not require inordinate investment in additional facilities.
- . 3. Control or utilize electricity; can be made and sold competitively and profitably; represent a "consumed" item; do not require basic research by the company; are consistent with company reputation for product quality.

The chances of this company's coming up with a solid money-maker, rather than an "iffy" possibility, are considerably enlarged by these policy provisions.

### Pitfall #2: Failure to analyze strengths and weaknesses.

Here is a pitfall big enough to hold an elephant—and plenty of gleaming white ones have fallen in during the (Continued on page 92)

Failure to analyze strengths and weaknesses

Many a "good" idea becomes a white elephant in sales department.

ment of a series of grade-school arithmetic books took several years and \$1 million.

Both time and cost are, of course, usually greater for industrial goods than consumer products. One reason: The cost of bailing out a flop—in equipment or component parts—can be substantial. The product must be right before it is marketed. Further, industrial buyers have long memories, and the firm whose new product has shut down a production line will be long remembered—and avoided.

• Complexity of product planning decisions. The acceptable margin for error in product development has steadily shrunk over the past 15 years. Today's product planning versus that of 15 years ago is comparable to the long, involved pre-flight check made by the crew of a jet airliner—much more sophisticated than that of the week-end flier who warms up his engine, glances at a couple of gauges, and takes off.

Seat-of-the-pants flying in new product decisions is out. Failure to consider, say, a patent position, or the operating cost of a new piece of production equipment, or a slight advantage of a competitor's product—or a competitor's future plans, for that matter—can be a costly and humiliating mistake. Policies and procedures

developed over the years may be adequate, but only if they are realistic in terms of today's conditions and if they insure a "pre-flight check" of all factors affecting product practicality—and profits.

• Amount of co-ordination required. Years ago, a new product's future was planned by an executive group small enough to permit easy, informal co-ordination. But today's decisions involve the research, engineering, manufacturing, financial, legal, marketing research, sales, and advertising departments. These departments sit in at various (and usually early) stages of investigation, and co-ordination of their efforts requires a substantial amount of time and planning.

Faulty co-ordination can, and has, resulted in thousands of man-hours and tens of thousands of dollars lost simply because a project that had little chance of success wasn't stopped—or another didn't move fast enough—or a third permitted wasteful duplication of effort.

Many companies boast excellent product planning procedures from the legal, technical and manufacturing standpoints, but place too much emphasis on these factors in reaching product decisions. New products people are often "manufacturing-oriented" rather than "marketing-oriented."



#### Putting the plan into action:

# Why Did This Sales Plan Lay an Egg?

By GEORGE P. BUTLER, JR. St. Thomas Associates, Inc. Management Consultants

The sales v-p of a big industrial tool manufacturer reviewed his new product sales plan (below) with some pride. Then he succumbed to a very normal, human desire—to get his show on the road.

"We're ready to move," he decided.
"We want to get this new product line
out before competition gets the jump
on us. We have a good, basic sales
plan. All the major decisions are
made. The remaining details will get
taken care of."

The sales v-p had provided for everything, he thought. The new tool line was really new, had a solid competitive edge, was priced competitively, and packaged to sell. Market tests had produced excellent results. Sales training, advertising and promotion, technical service, everything had been planned.

But let's see what actually happened.

▶ Even though the salesmen were all fired up to sell the new line, the results were most disappointing. The salesmen found the prospects keenly interested, but not ready to buy. Despite encouraging interest in introductory sales presentations, few orders were written in the follow-up sales calls.

The only bright spot in the entire effort was in the test market area, where customers appeared to be really satisfied.

The sales v-p simply couldn't understand why his "good, basic sales plan" had failed. Later, the difficulties were traced to three major causes, all of them missing links in the sales plan. The plan had made no specific provision for the following factors:

- 1. Planned sequence and timing of events.
- Comprehensive internal communications.
- 3. Up-to-the-minute, objective progress measurement.

Many new products that are brilliantly conceived go down as failures in the market place—because one or all of these three management techniques are not given enough attention by the sales executive.

▶ In sales planning, the sales executive finds an appropriate challenge for his combined creative, managerial and marketing skills. It is probably the most imaginative element of his job and, like anything imaginative and creative, it is often highly stimulating.

#### A Sales Plan Checklist for Your Next New Product

#### ☐ Market Test

extensive enough to be reliably indicative? sufficiently good results?

#### ☐ Sales Volume Objectives

developed realistically?
agreed upon by all responsible?

#### ☐ Marketing Budgets

determined for all functions? accepted as sufficient for each task?

#### Pre-selling Program

effective advertising campaign prepared? related sales promotion programs planned? all necessary literature designed and approved?

#### ☐ Field Selling

introductory prospect list prepared?
sales policies determined and understood?
most effective sales points selected?
sales training program developed?
technical customer service provided for?

#### ☐ Product Design

fulfills customer needs? has competitive advantages?

#### ☐ Market Research

sufficient present demand? continuing demand?

#### ☐ Distribution

channels selected for optimum marketing efficiency? adequate inventory of all items on hand?

#### ☐ Price and Discount Structure

good consumer value? sufficient to motivate distributors? adequate company profit?

#### Packaging and Put Up

right for the customers' needs? convenient for shipping and inventory? convenient for display and installation?



The unfortunate fact is, however, that creativity and stimulation do not normally go hand in hand with the thoroughness and attention to detail required to make a sales plan pay off in a highly competitive situation.

As competition in all markets gets keener, the emphasis on careful and thorough sales planning increases. Today there is always someone ready to exploit a missing link or slip-up in a competitor's sales plan.

Too often the stimulation and creative satisfaction felt by the author of an ingenious sales plan turn out to be the plan's worst enemies. It is in this frame of mind that the sales executive is most prone to push for immediate action. He usually gets his way, too, because the rest of the organization falls under the spell of his enthusiasm.

Many successful sales chiefs who mastermind sales plans themselves have come to realize that creative planning and attention to detail call for divergent talents. These men have hired assistants, usually men experienced in exhaustive projection of detail and methodical review and revision of timetabled action plans.

But, in this case, the sales v-p had overlooked this "detail." Let's see what went wrong with his sales plan.

#### 1. Sequence and Timing of Events

Several basic differences were found between the company's approach to its test market and to its general market. One was that sales development in the test market had followed a carefully sequenced program of action. But, in the national sales plan, sequence and timing had not been given full-fledged status as elements of the plan. The sales v-p had considered timing a part of implementing the plan but not an integral part of the plan.

On the other hand, in the limited test market project, the market research manager, who was an old hand at detailed programming, had devised a careful action plan for approaching each individual prospect. Separate phases of the plan were assigned to individuals, with target completion dates that were carefully sequenced, as follows:

- (a) Exploratory market development interview with prospect to establish his interest and willingness in participating in the test market program —interview to be conducted by area salesman.
- (b) Technical conference between company and prospect engineering people to develop details of product test—to be handled by salesman.
- (c) Installation supervised by salesman and a technician.
- (d) Periodic follow-up-by sales and technical service people to ensure proper functioning of product and to obtain performance data.

But, when the product was introduced to the national market, the sequence of events was haphazard rather than programmed. Sales training, for example, had not progressed far enough to enable the salesmen to do an effective job of presenting the engineering features of the product in their introductory sales calls. Technical service men were too few to follow up promising sales leads, and there was no program for their participation in introductory sales calls.

The initial advertising break, which included some engineering testimonial data from satisfied test market customers, had met with a few publishing delays and consequently was launched after, rather than before, the initial direct selling effort. Therefore, an ad theme designed primarily to presell was being used to overcome a lack of customer technical education—a job it was not designed for, and was poorly equipped to do.

#### 2. Internal Communications

Another shortcoming in the sales plan: The absence of specific provision

for internal communication among persons and departments responsible for various elements of the plan. Rapid and comprehensive cross-communications are particularly important during the product introduction period. This is when relatively small problems, if known immediately, can be corrected before they grow into major obstacles.

For example, the engineering personnel working on product applications for test market customers were not instructed to inform the sales force of their findings. But, if this cross-communication had been planned, the sales force would have been far better equipped to furnish prospects with the technical assistance required to make purchasing decisions. Also, if the delay in the ad schedule had been foreseen and reported immediately, initial sales efforts could have been postponed and thus made much more effective.

#### 3. Up-to-the-Minute Progress Measurement

Every sales plan should provide for up-to-the-minute progress measurement. Its primary purpose is to pinpoint immediate needs for corrective managerial action.

Had this been provided for in the original sales plan, the sales v-p's attention would have been focused immediately on any element of the plan not up to schedule. Periodic progress reports would have been his basis for proceeding as planned, or for adjusting or revising plans.

In addition to being timely, progress reports must be objective and accurate.

For example, when prospects interested in the product were not given the technical information required to appraise a particular application, they were unwilling to go to any effort to get it. They felt such information should come from the manufacturer. Although some salesmen knew they

(Continued on page 94)



#### Model product sales plan:

# This Plan Cracked an Import-Dominated

Keuffel & Esser successfully breaks into a segment of the surveying instrument business monopolized by overseas manufacturers. Behind K&E's penetration of this new market is a valuable lesson in how to plan and launch a new product.

New products are flooding all markets these days. Many don't last long, for they are ill-conceived and hastily introduced. Others succeed because they are the result of a clear-cut, workable company philosophy of planning and launching a new product.

A sparkling example of the latter approach can be seen in the old, respected engineering products firm of Keuffel & Esser Co., probably known best for its slide rules. K&E, a marketer of 9,000 different products today, is now successfully breaking into a new market that was virtually dominated by European companies.

The market is for theodolites, highly accurate optical-reading surveying instruments, priced at about the cost of an American transit (around \$1,000). The market potential is considerable including practically all surveying, highway and construction work where speed and precision are needed.

Significantly, K&E's success in in-

troducing the theodolite against established overseas competition is the result of (1) a well-thought-out company philosophy of new products, and (2) a new-product marketing program that was meticulously planned and comprehensively executed.

Two-and-a-half years ago, the Hoboken, N.J., firm faced this difficult situation: The company's long-respected franchise in engineering instruments had to be maintained, expanded, and its future growth secured. K&E believed that great improvements would be made in the future in basic surveying instruments. With advances in optical design and assembly, surveying instruments might be made to function more quickly, more accurately.

K&E singled out the theodolite as the single instrument most characteristic of the more sophisticated instruments of the future. The theodolite isn't new-it has been used in Europe for two decades. It has been sold extensively in the U.S. by foreign manufacturers since World War II, when American engineers first became acquainted with this super-measuring device. K&E had even made a limited number of special theodolites for the military after the war.

The U.S. market has been dominated by German and Swiss firms. With sales offices in the U.S., these concerns have achieved considerable success selling to Government agencies and large companies.

▶ Facing this situation, K&E made a market survey in 1958. The company determined the market size and potential. It talked with users of the imports and discussed what features they would like to have in a product made especially for U.S. and Canadian practice.

The study indicated that theodolite sales were over \$2 million a year at that time. However, K&E estimated that the future potential, activated by a thorough marketing program and more extensive acceptance of the theodolite concept, could be many times larger. The study also indicated that K&E could design and sell at a profit a new theodolite representing the design requirements of American users.

At this point K&E made the initial decision to enter the market. The possibility of U.S. manufacture was eliminated from the start because the custom-made nature of the theodolite made the cost virtually prohibitive. The company then surveyed European manufacturers to locate a source capable of producing theodolites to its own design and quality requirements.

In August 1959, K&E completed a manufacturing agreement with Askania-Werke Co., a widely known West Berlin manufacturer of pre-



SALES TRAINING received the most attention in Keuffel & Esser's new product marketing plan. Here, branch salesmen learn every selling point of the theodolite.

### Market

cision instruments. Askania makes the theodolites to K&E's requirements. K&E checks the theodolites upon arrival and immediately rejects any that are unsatisfactory.

Once the arrangement was made with Askania, K&E began to plan the introduction of the product. Edward T. Grogan, marketing director, instruments, drew up a complete, comprehensive marketing proposal for the product. The plan included the following elements:

- General—initial and long-range objectives and market analysis.
- Instrument plan procurement, ordering, delivery, allocations, quality control.
- Sales plan-distribution, pricing, field reports.
- Training objective, personnel, methods, locations, expenditures.
- Advertising and promotion—media, direct mail, publicity, literature, exhibits and conventions, special promotion.
- Budgetary requirements procurement costs, estimated sales income, proposed expenditures.
- 7. Timing chart build-up phase, introductory phase, follow-up.

The completed marketing plan was not only presented to the board of directors, but was discussed personally by Grogan with the regional sales managers. "We wanted to pull them into the program as much as possible, to take advantage of their intimate knowledge of the market."

This action reflects two major clues to the success of any new product marketing program, according to Gro-

First, the company should take advantage of every asset. Ed Grogan puts it this way: "We evaluated the company's advantages and disadvantages in attempting to enter this market. Then, within these guidelines, we designed our marketing proposal. Every aspect of the plan is aimed at taking advantage of our assets—our reputation, experienced sales force, knowledge of the market, for exam-

#### New Product Marketing Timetable

- October through December, 1959—Teaser announcements to all sales outlets.
- Jan. 4, 1960—New product program introduced to all branches via telephone sales conference.
- Jan. 15—Letter from general sales manager to all distributors and dealers, giving details of program.
- Jan. 25—Training of selected branch sales and service personnel.
- Feb. 1-Mar. 5—Training of all branch, distributor and dealer personnel at branches throughout country.
- Mar. 5-Distribution of product line to all branches.
- Mar. 15—Personal letter to 6,000 engineers and surveyors from President C. W. Keuffel, with enclosed preprint of initial magazine ad to appear April 1.
- Mar. 21—Initial public showing of new product at a big national convention in Washington.
- Mar. 21—Distribution of brochures, ad preprints and other promotional material to branches, distributors, dealers.
- April—Initial magazine advertising and publicity.
- April 15-Filling of initial orders.

ple. Likewise, we became aware of, and tried to offset, our liabilities—the main one, of course, was that respected foreign competitors dominated the market."

Second, the marketing executive should make everyone on the sales and marketing team feel that "this is not just another job, but an important mission, a special challenge." Grogan brought all the important elements — advertising, sales training, packaging, etc.—into the project at the beginning. He explained the objectives and the strategy; delegated responsibilities of all marketing phases; set target dates for completion of assignments.

▶ K&E's approach is paying off. The theodolite was introduced in mid-March. The company now feels it will achieve a better-than-expected share of the market in the first nine months of selling—as well as show a first-year profit.

The market also appears to be even larger and more diversified than was thought two years ago. While the competition has been selling almost exclusively to the big buyers already aware of theodolites, it now appears

that even the small surveyor is a prospect. Because K&E salesmen are out knocking on all doors, a whole new market is being opened up. One salesman in Utah, for example, sold one theodolite to each of 19 small prospects during the first five weeks of selling.

Behind this apparent success was the careful step-by-step marketing program. The all-important timing of the plan is outlined in the accompanying box. Here are some details of two important phases of the marketing program:

• Sales training—Possibly the single area that received the most attention was sales training. The aim was to prepare the sales organization—about 150 company salesmen and the employees of 250 distributors—to sell and service the new 3-model line.

With national introduction scheduled for mid-March, K&E began training in early January. In the first phase of the training, one man from each of the company's 11 branches was brought to headquarters in Hoboken, N.J., for a week's study of all aspects of selling theodolites. This man was

(Continued on page 94)

# How to Help Your Salesmen

- How many of your salesmen are lousy planners?
- How many of them make their sales calls in hit-or-miss fashion?
- How many call too often on certain accounts, yet never get around to visiting others?

By ARTHUR R. BARRINGTON®
American Optical Co.

Most sales managers answer the above questions with an emphatic "Too many!"

Even though the majority of sales managers require their salesmen to submit advance itineraries for an entire year's sales calls, they often find that few salesmen perform this task with any enthusiasm. Many salesmen dispose of this chore with the least possible effort—just enough to avoid criticism.

SARETY SALESMANY
BARY VAID ECHOQUES

PROCESSOR

Chicago - acme Co.

J H. Bell Co.

Francisco

Franc

TRIP-SCHEDULE SHEETS should allow enough space for the salesman to schedule each day's calls for the entire year.

Many sales managers as well as their salesmen know firsthand the frustrating confusion involved in preparing an annual itinerary to cover a large number of accounts spread over a wide area. It is quite difficult to plan calls on all accounts in proper sequence, to assure a certain number of calls per year at regular intervals, to hold travel time and expense to an efficient minimum.

In fact, this is an impossible task if the salesman does not know the sales area and the potential of each account. But, once a salesman really knows his territory, he can develop a uniform, workable, daily itinerary for a full

By using or adapting the 8-step approach presented here, a sales manager can help his salesmen plan more effective, more efficient itineraries.

• Step 1—The first step is for the salesman to list all accounts in separate groups based on sales volume or sales potential. The salesman then assigns a desired annual call frequency to each group, such as 24 calls, 12, 6, etc. The desired call frequency for that group multiplied by the desired call frequency for that group gives the total number of sales calls for the year.

Here is an example of how the call frequency might be established:

No. of Accounts	Sales or Potential	Call Frequency	Total Calls	
4	\$20,000 or more	24	96	
20	\$5,000-\$20,000	12	240	
50	\$1,000-\$5,000	6	300	
80	\$750-\$1,000	4	320	
80	\$500-\$750	2	160	
80	up to \$500	I	80	
314			1,196	

<sup>&</sup>lt;sup>e</sup> Mr. Barrington has developed and used this effective technique for planning all sales calls for an entire year. As a salesman for American Optical's Safety Products Division, he has called on large and small industry of all types for 22 years.

# Plan Their Travels Better

1960 SALESMAN'S ANNUAL TRIP SCHEDULE			Jack	& em	AREA NO.				
Week of	Jan 8	Jan. 15	Jan. 22	Jan. 29	Feb. 5	Feb. 12	Feb. 19	Feb. 26	Mar. 4
Trip No.	1	2	3	4	5	6	7	4	8
Week of	Mar. 11	Mar. 18	Mar. 25	Apr. 1	April 8	April 15	April 22	April 29	May 6
Trip No.	9	3	4	10	2	11	4	1	12
Week of	May 13	May 20	May 27	June 3	June 10	June 17	June 24	July 1	July 8
Trip No.	3	4	5	13	_	14	4	15	2
Week of	July 15	July 22	July 29	Aug. 5	Aug. 12	Aug. 19	Aug. 26	Sept. 2	Sept. 9
Trip No.	3	4	16			17	18	4	1
Week of	Sept. 16	Sept. 23	Sept. 30	Oct. 7	Oct. 14	Oct. 21	Oct. 28	Nov. 4	Nov. 11
Trip No.	10	3.	4	19	20	-	21	2	11
Week of	Nov. 18	Nov. 25	Dec. 2	Dec. 9	Dec. 16	Dec. 23	Dec. 30		
Trip No.	4	3	4	1	22	23	4		

ANNUAL TRIP SCHEDULE should look like this sample. after the salesman has planned a year's sales calls. This approach enables him to develop a uniform, workable itinerary a year in advance, to plan sales calls on all accounts in proper sequence and at regular intervals, and to hold his travel time and expenses to the most efficient minimum.

The suggested sales or potential guide, based on the dollar value of each account, may conform to or, by a different breakdown, be easily adapted to any salesman's needs. However, the frequency of calls (24, 12, 6, etc.) must not be changed, for the whole formula is based on these specific frequencies.

Flexibility in assigning these call frequencies to various account groups will allow the salesman to arrive at just about any desired total number of sales calls for the year. Based on a 48-week working year, four calls per day would total 960 calls a year; five a day would total 1,200; six

calls a day would total 1,440 for the year.

• Step 2—Using 48 weekly trip-schedule sheets, with space for writing in each day's sales calls, number the weekly trip sheets from 1 through 48.

Enter half of the account names from the 24-call group on the odd weekly trip numbers, 1 through 47.

Enter the other half of the 24-call accounts on the evennumbered weekly trips, 2 through 48.

If possible, all accounts should be scheduled to assure minimum travel. As these big accounts will quite probably not all be in the same geographical area, the salesman may want to schedule them all on the even-numbered trips; or alternate them so that more space will be available to arrange one- or two-week out-of-town trips.

• Step 3—Enter half of the account names from the 12-call list on the following weekly trip numbers: 1, 5, 9, 13, 17, 21, 25, 29, 33, 37, 41, 45.

Enter the other half of the 12-call accounts on trip numbers 4, 8, 12, 16, 20, 24, 28, 32, 36, 40, 44, 48.

At this point, some of the salesman's weekly trip sheets may be fully booked with the desired number of daily calls, depending on the number of his 12- and 24-call accounts. If any weekly trips are completely scheduled, the numbers of such trips should be changed to the same number as that of the first trip already completed. For example, if trips 4 and 8 are fully scheduled, trip number 8 should be changed to trip number 4 also. This indicates that the trips include only those accounts in the same sales groups.

- Step 4—Enter as many as necessary of the account names from the 6-call list to attain the desired maximum number of daily calls on trip numbers 3, 11, 19, 27, 35, 43. The balance of 6-call accounts, if any, can be scheduled wherever space is available. Again, as certain weekly trips become fully scheduled, the original trip number should be changed to the same as that of the previous similar trip.
- Step 5—Enter all of the accounts from the 4-call list on the weekly trip sheets, first completing numbers 1, 16, 32, and 45. The balance of 4-call accounts can be entered where space is available. The salesman should try to schedule the smallest possible number of different weekly trips to assure minimum travel.

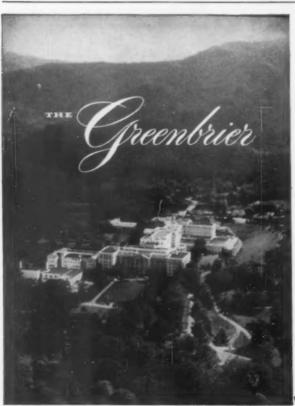
- Step 6-Enter all accounts from the 2-call list wherever space is available. Be careful to schedule the two calls on these accounts about six months apart.
- Step 7—Enter the account names from the 1-call list wherever space is available. Any accounts left over can be kept on a separate list, and these calls can be squeezed in during the year when possible.
- Step 8—Now, all 48 weekly trips are scheduled. Where necessary, the numbers of the single trips should be changed to the lowest open numbers, so all trips will be numbered in rotation on the final annual trip schedule. For example, if trip number 8 has been changed to number 4, then trip number 9 should be reduced to number 8, leaving no vacant trip numbers.

The sample annual trip schedule on page 41 shows what a finished schedule may look like. Because of the many variables, it is unlikely that another salesman's schedule will come out exactly the same as this one.

Note that trip numbers 1, 2, 3, 4, 5, 10 and 11 are repeated on the final schedule. The same account names do not necessarily appear on the same numbered trips. Rather, trip numbers that are repeated once will not include any accounts on which the call frequency is less than 2 per year (numbers 5, 10 and 11 on the sample schedule). Trips that are repeated three times (numbers 1 and 2) will not include any accounts on which the call frequency is less than four times per year.

Similarly, any trip numbers repeated five times (number 3) or 11 times (number 4) will not include any accounts called on less than six or 12 times, respectively. The number of different trips on the salesman's final itinerary depends on the number and potential of accounts and the

assigned call frequencies.



#### AMERICA'S INFORMAL BUSINESS CAPITAL

You will find at The Greenbrier the perfect setting for your conference, whether it be for ten or a thousand people. The new, air-conditioned West Wing has an auditorium with a 42-foot stage, new sound and projection machines, splendid banquet arrangements, a theatre with a CinemaScope screen. Ready soon will be our new 17,000 square foot exhibit hall. For aftersession enjoyment The Greenbrier's recreational facilities are unsurpassed. And our staff of experts not only helps in planning your program, but they also handle the details to carry it through successfully.

Special Winter Rates available on request. Include a spacious, luxurious room and The Greenbrier's traditionally fine meals, green fees (our courses are playable much of the winter), swimming in mosaic tile indoor pool, membership in the Old White Club and gratuities to service personnel. EFFECTIVE DEC. 1, 1960–FEB. 28, 1961.

FOR INFORMATION write Charles L. Norvell, Dir. of Sales. Also reservation offices: New York, 17 E. 45th St., MU 2-4300 Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0624 • Washington, D. C., Investment Bldg., RE 7-2642 • Glen W. Fawcett: San Francisco, 1029 Russ Build-

ing, YU 2-6905 • Seattle, 726 Joseph Vance Building, MU 2-1981 • Dallas, 211 N. Ervay, RI 1-6814 • Los Angeles, 510 West Sixth Street, MA 6-7581.

Greenbrier

WHITE SULPHUR SPRINGS . WEST VIRGINIA



#### (The only word for Chun King's smashing promotion in the Post)

CHUN KING SAYS: "Our ad, which was exclusive in The Saturday Evening Post, sparked the biggest promotion we ever had. Sales were up all over the country. Our sales organization loved it. The only trouble was in getting the merchandise out fast enough. We couldn't keep up with demand." Jeno Paulucci, President. (Congratulations, Mr. P., on a challenging idea: "Free! Any frozen tray dinner . . . any kind . . . any brand . . . if you buy Chun King, too!")

FOOD FAIR SAYS: "Thanks to Chun King's acceptance and the local impact and influence of The Saturday Evening Post, this promotion was a success. It again proves that a well-conceived promotion aided by a powerful advertising medium can spur product movement at point of sale." Arthur Rosenberg, V. P. (Thank you, Mr. R., you took the words right out of our mouth!)

BROKER SAYS: "The reaction to this spread in the Post was excellent. During the time period relative to the spread, sales of frozen dinners increased almost 200%." Mr. Saar of Schierliolz, Chicago broker. (That's a nice increase, Mr. S., from one ad in one magazine.)

SAFEWAY SAYS: "I was very happy with the Chun King ad in the Post. This ad introduced Chun King to a lot of new people, and we got many repeat sales from it. This was the most successful promotion

A CURTIS MAGAZINE



of Chinese food we have ever had; we are setting up another one." Harry Evans, buyer. (Those Post-Influentials, Mr. E., not only buy and try, they help sell the others.)

WE SAY: What do you expect but instant success? The Post does the best job by far in its field at getting your ad page seen by big-eating, larger families . . by \$4,000-and-higher households that spend two-thirds of all package-goods dollars. The Post gives your message the best chance to stick, too, with hi-frequency exposure to your ad page. What's more, magazine sales in supermarkets show food shoppers' preference for the Post. (In supermarkets everywhere, the Post is the fastest-selling magazine in its field.) If you sell a food-store product . . , the Post is your A-No. I buy!®

\*Ask Chun King.

READERS TURN AND RETURN TO YOUR AD PAGE IN THE POST ... THE HI-FREQUENCY WEEKLY!



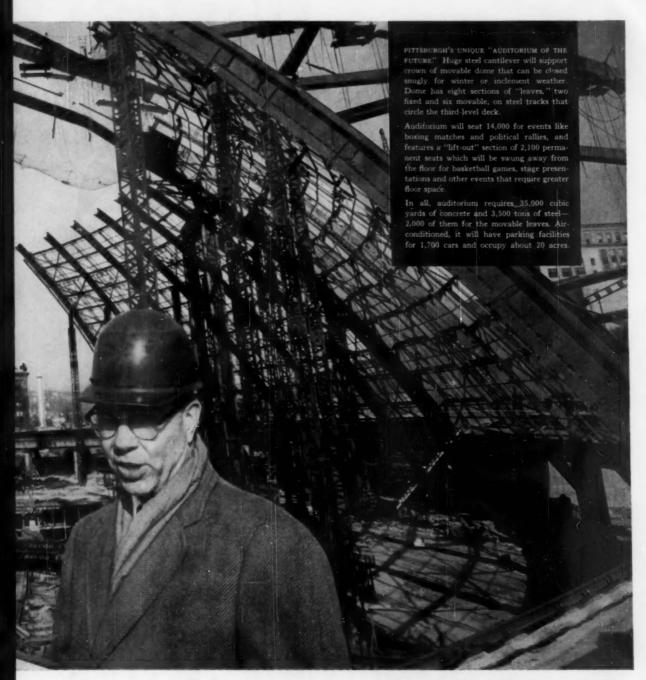
#### INVENTIVE, RESOURCEFUL, INFORMED, SUCCESSFUL...

That's H. Rey Helvenston, Superintendent of Construction for Pittsburgh's new \$20,000,000 Public Auditorium.

Building a huge dome-shaped coliseum with a roof that slides into its own shell is tough enough under ordinary conditions. Add the fact that Pennsylvania law requires at least four separate contracts for the construction of public buildings and you have an invitation to chaos—unless you can find a strong, experienced guiding hand for the post of project coordinator. Unanimous choice for the spot was H. Rey Helvenston, graduate of The University of

Illinois, once head of his own contracting company, and an engineer whose broad construction background has always been on the "dollar side" of the business.

Rey Helvenston has had construction in his blood since he was 10, when he began working after school. At 14, he was survey party chief for an engineering firm. And ever since he obtained his degree, he has been attracted to unusual jobs with special problems and hazards. The Pittsburgh assignment is no exception—he performs the coordinating role of the missing general contractor in dealing with the eight separate contractors on the job, and doubles



as resident engineer for the owner (The Public Auditorium Authority), architects and consulting engineers.

Men like Rey Helvenston-and the engineers, designers, contractors and financial men who team up with him to turn big ideas into big realities-have to keep abreast of new developments in all phases of construction. These are the men who turn to Engineering News-Record each week -as part of their jobs-for the latest news and information on the materials, methods, machinery, money and manpower they need in their work. These are the men you sell when you advertise in Engineering News-Record.

Read weekly by all the men who wear construction's hard hat:



#### ENGINEERING **NEWS-RECORD**

HAVE YOU SEEN ENR'S NEW FILM UNDER THE HARD HAT? SF NOT, ARK AN ENR REPRESENTATIVE FOR A SHOWING, ALL YOUR SALES AND ADVERTISING MEN WILL FIND IT INTERESTING AND INFORMATIVE.





PUBLICATION BIG WEST 42ND STREET. How to see the woods in spite of the trees

Marketing research is supposed to clarify things, not confuse them. Yet many people have some pretty confused mental pictures of it.

There are those, for instance, who see marketing research as an automatic method of producing solutions to problems, as a substitute for business judgment, a way to avoid making decisions. At the other end of the spectrum are those who take a dim view of marketing research as so much expensive hogwash, a kind of legal swindle.

Both kinds of people are missing the tangible benefits which could come to them out of a clearer view of what marketing research is and can do.

Marketing research is, of course, nothing more or less than an organized way of getting information. It can develop facts and conclusions which will help minimize errors in marketing judgment. Rightly used, it is a profitable investment. Wrongly used, it is a waste of money.

While there is no pat formula for making marketing research pay off, there are a few fundamental steps which go a long way in that direction.

First: Know what you don't know. That is, isolate and define the areas where you really need information on which to base decisions. (Make sure that the "needed" information doesn't already exist in your company files. This happens.)

Second: Evaluate results realistically, facing the bad along with the good. Don't shade them to confirm a preconceived idea. Much of the value of research lies in the honesty of its interpretation.

Third: Do something about it. Too much research is looked at, then filed. And use the results creatively, to make better advertising or better salesmen or better distribution or a better product—and more profit.

Our affiliate organization, Marsteller Research,

Inc., works with many of our advertising clients, and is also retained by a number of companies that are not our clients. Marsteller Research people are experienced in a broad range of projects including the formulation of basic marketing policies and methods, the exploration of new markets, evaluation of sales performance, market and sales potentials, new product introductions, and many others. They have helped several companies organize marketing research departments of their own.

Whether or not you have an immediate need for marketing research, you might find it helpful, for future reference, to know more about how this research organization goes about its job. We'll be glad to send you a booklet called, "Questions and Answers about Marsteller Research, Inc."

Marsteller, Rickard, Gebhardt and Reed, Inc

NEW YORK . PITTSBURGH . CHICAGO . TORONTO

AFFILIATES

PUBLIC RELATIONS . BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL . MARSTELLER RESEARCH, INC.

# Consumers Demand New Sophisticated Sell

Today's competitive door-to-door market cries for modern marketing techniques, found Wear-Ever Aluminum. Functional appeal is no longer enough for the public's upgraded standards.

With \$3 billion in current annual sales and an uncounted potential, the door-to-door business is booming to-day. The concurrent boom in retail sales, it seems, has in no way detracted from the time-honored attractions of the door-to-door purchase.

The way to reach this market, says Wear-Ever Aluminum, Inc., a subsidiary of the Aluminum Company of America, and a leader in the field, is to appeal to the "growing sophistication" of the buyer with all the tools of modern marketing.

There are now about 2,500 established companies in the direct selling business, purveying such things as toilet articles, food products, vacuum cleaners, clothing, greeting cards, encyclopedias, Bibles, silverware, cookware, and hundreds of other items. Some ten firms with individual grosses in the tens of millions, lead the field, but there are also numerous smaller companies.

▶ In the last decade, door-to-door salesmen have concentrated on a new market – the single, young working woman, a group of 5 2 million potential customers, who tend to buy heavily in the quality houseware and house goods field, in anticipation of future marriage.

Wear-Ever (New Kensington, Pa.) was established sixty years ago as one of the first full-fledged sellers of aluminum cookware and is still a leader in the field. The company markets a group of over 50 separate items, called the Wear-Ever Specialty line. (The company also sells a separate line of utensils for retail store distribution.)

Wear-Ever distributors concentrate in suburban areas, working by references and appointments. They prefer to have a girl's mother present during the presentation, and they are likely to step-back from the door at first, instead of pushing their way in. They are trained to sell a line of products instead of a line of talk.

Wear-Ever thinks it knows its market pretty well. It believes the young working girl appreciates high quality, and high-style design.

and high-style design.

Hence, the "all new" Wear-Ever line, introduced this spring, represents well over a quarter of a million dollars in retooling. The line was created from top to bottom by a leading product design firm, Harley Earl Associates of Detroit.

Wear-Ever has put a heavy promotion program behind this line. Sales are doing even better than expected—the ratio of sales to calls has greatly increased, and customers who have been offered a choice between old and new designs have selected the new one practically to a woman.

Behind the re-design program was a rise in outside competition. While Wear-Ever has maintained a commanding position in aluminum cookware, it has been meeting increasing competition from other direct sales businesses, as the industry has boomed.

In addition, Wear-Ever, in common with its competitors, faces a problem born of the current boom: how to find and retain competent sales people for this difficult, albeit rewarding, job.

A brand-new design, it was decided, could help solve both problems simul-



CONSUMER RESEARCH—Designers of the newly styled Wear-Ever line tested pilot models for two purposes: customer reaction and copy approach for sales aids.



Year after year, nine in every ten of America's largest magazine and TV advertisers use Parade. Can this be coincidence . . . or is it proof that Parade's 10 million homes are just too big a market for the big advertiser to ignore?

### PARADE

The Sunday Magazine section of strong newspapers throughout the nation, reaching ten million homes every week.



taneously, giving Wear-Ever a competitive edge, and Wear-Ever distributors a prime sales tool and incentive to take on this line. In broader terms, the introduction of a new quality design would do much to promote the image of aluminum. "We wanted," says John L. Ogden, Wear-Ever Specialty sales manager, "to bring out a line which would be synonymous with fine American design."

The company studied a key question: Would Wear-Ever customers, young and allegedly unsophisticated girls, go for a contemporary high-style

design?

A previous study of general taste patterns in the U.S., done by Harley Earl, indicated that they would. Taste standards are higher than most people (including the experts) think, the study claimed, largely because of an increase in the mobility and cultural exposure of the entire American population.

The first phase of the design-research study was a highly informal but informative one. Members of the design firm accompanied Wear-Ever distributors on their calls in the Detroit area, took notes and made some tentative conclusions about customer

preference.

The previous Wear-Ever line was selling mainly on the basis of function rather than design. Heavy gauge aluminum, lifetime durability, plus a superior method of food preparation (waterless cooking) were Wear-Ever's main selling points. A specially designed handle, fitted to the human hand, was also a major selling point.

▶ While the customers were certainly highly interested in function, the researchers did note an increasing concern with appearance. These young women were definite and precise in expressing their desire for a cookware set that looked well in a modern kitchen and played a decorative as well as a functional role.

This led to the design of a line of cooking equipment which was at once classic and contemporary. Clean, sim-

ple design was the aim.

Next stage was the testing of the pilot design. Nearly 200 interviews were conducted in the Chicago and Detroit metropolitan areas, among young, single, working girls, interviewed at their place of work, with a small bench mark sample drawn from other groups. The object of the study was twofold: to determine the customer reaction to the proposed new design, and at the same time, to provide Wear-Ever with copy approaches for the extensive new sales aids which would be needed.

The results were illuminating. It

appeared that the designer and manufacturer, far from over-estimating the market, had somewhat under-estimated its tastes.

The only changes made as a result of the study were in the direction of higher-style design. A proposed embossed lid was dropped (the customers thought it was too "fussy"). Alternate gold and blue lids were also dropped in favor of the plainer, preferred silver and black lids. The new slim tapered handle won out strongly over the previous bulkier one.

Most important conclusion involved a study of the "order of reaction." When consumers examined a product. what was the first thing about it that appealed to them? What came second? Next? And so on. The study showed that the visual appeal came first, followed by physical (construction and craftsmanship) and thirdly, functional. A product cannot sell alone on visual appeal, the study found, but concluded that nevertheless, it is "unquestionably the most powerful desirearousing mechanism." Function, however, supplies the rational justification for purchase, once the desire has been aroused.

▶ Following the research, the promotion dropped its emphasis on function and instead appealed to consumers' visual responses, playing up the appearance in the new line.

While Wear-Ever is continuing to concentrate on its tried and true market—the young, single woman—it is also expanding its selling to the married, working woman market, an estimated 13.6 million, and the estab-

lished homemaker market.

After the children leave home, Mr. and Mrs. Middle Age will enter another buying period, Wear-Ever believes. They may change their residence and perhaps want to completely furnish a new smaller house or apartment. Or, they will begin to refurnish their present house, equipping it for the more relaxed and elegant atmosphere of adult living. All of which should mean a renewed interest in sophisticated, well-designed cookware.

It is not only the young whose taste levels are rising; all age groups share in the general trend. Says Sales Manager Ogden, "The marketing man who rejects new ideas or products because they're 'too sophisticated' or 'too high-level' for the general public, may be basing his decision on an outmoded theory of consumer taste. Good taste has nothing to do with class or stature, but with the amount of exposure to a variety of ideas and aesthetic standards. All this means that taste standards are on the upgrade throughout the nation."

# Long Distance pays off in extra sales



"Telephone selling jumped our customer contacts 300%!"

says J. M. Durham, Denver District Manager, Garlock Inc.

"Because of the limited size of our sales staff," Mr. Durham adds, "we found that in-person contacts could be made with customers only three to four times a year. Then we began phoning between regular visits. Now we average nine or ten contacts—and our sales reflect the difference."

In selling, the number of contacts is important—for the greater the contacts, the greater the sales. Your telephone can boost both.

Long Distance pays off! Use it now . . . for all it's worth!

#### LONG DISTANCE RATES ARE LOW

Here are some examples:

Buffalo to Cleveland				a	0	70¢
St. Louis to Chicago					0	90∉
Boston to Norfolk, Va						\$1.20
Milwaukee to Philadelphia	0	0	8		0	\$1.45
San Francisco to Detroit						\$2.10

These are day rates. Station-to-Station, for the first three minutes. Add the 10% federal excise tax.

BELL TELEPHONE SYSTEM





# She's sold!

# ...and Du Pont cellophane made the sale more profitable

No wonder she picked the lollipops in a multi-pack. She got more for her money. She got a package with extra convenience. And clean, clear Du Pont cellophane gave the package extra sparkle—extra salea appeal.

Candy, like many other products, stays fresh and tasty in Du Pont cellophane. That's because Du Pont has created over 100 different cellophanes... each designed to meet different customer requirements. Add cellophane's efficiency on high-speed packaging machines—beautiful color

printing—versatility in package construction—and you can see why it's the choice of so many packagers.

Perhaps packaging your product in a sparkling cellophane showcase will attract added buyers. Multi-packs are just one of many ways that cellophane can help lower your packaging costs . . , increase profit per sale. We are ready to assist you with packaging films, ideas and services.

PROVE TO YOURSELF that Du Pont cellophane can pay off in better, more

profitable packaging. Ask a Du Pont Representative to give you all the facts. Du Pont Company, Film Department, Wilmington 98, Delaware.



Better Things for Better Living



### THE CASE FOR WIVES AT CONVENTIONS

The Little Woman has become the salesman's essential selling prop at "co-ed" conventions and business meetings.

That's the verdict of our eminent Sales Leadership Panel when asked how valuable — in cold cash — is the salesman's wife at commercial conclaves. Reason we enquired is that this year, for the first time, the Internal Revenue Service will force companies to say whether officers' or employees' family members ever trot along to business meetings, at company expense, of course.

If they do, the firm will have some businesslike justifying to do. Here's how one of our panelists will unnerve IRS should the matter come up:

"If a wife actually participates and helps me, why does Internal Revenue cause so much trouble?" muses Paul Schulze, III, v-p, sales, Schulze & Burch Biscuit Co., Chicago, who continues: "If I brought a secretary and lived in sin with her, Internal Revenue apparently would not mind. But bring a wife and, brother, look out!"

▶ A majority-144—of our respondents report that family members usually do not attend. Forty-four say they do, and at company expense, while 56 say wives pay their own way. However, as comments revealed, many of the 144 do bring wives occasionally, whether at the company's or their own expense.

Many of our panelists wax eloquent on the subject of wives as an unpaid selling force—though most agree that the rest of the family should remain

at home.

According to D. W. Wilcox, sales manager, Acme Fishing Tool Co., Parkersburg, W. Va., "Wives of two of our salesmen attend one or two of our salesmen attend one or two a better job than their husbands." Acme, incidentally, picks up their tab.

"My wife," says S. P. Boochever, president, Interstate Boochever Corp., Fairlawn, N.J., "does a fabulous job for the company – many times the minimal expense."

Even those sales chiefs who, on general principles, oppose having women around, admit that they're a necessity at certain types of conventions where . . .

- 1. Customers traditionally bring their wives.
- 2. Women's activities are planned.
- The solo salesman is decidedly uncomfortable.

Says A. S. Mrozek, v-p, sales, Borg-Warner Corp., Ingersoll Div., Kalamazoo, Mich.: "If you are attending a convention stag, and your customers have their wives, your presence without your wife works against you."

On the other hand, at American Brakeblok Div. of American Brake Shoe Co., Birmingham, Mich., where wives do come at company expense, President M. B. Terry declares: "My wife's attendance has made a great contribution to our customer relations . . . created an informal, pleasant atmosphere which is very helpful in my contacts."

"A wife can be extremely valuable in entertaining buyers' wives while sales are being consummated," says Don Stricklin, general sales manager, Family Products Div., International Latex Corp., New York, N.Y.—which sometimes pays the bill.

W. H. Winters, general sales manager, National Can Corp., Chicago, says: "Today's business is family entertaining. I think wives should attend." National Can doesn't foot the

bill, though.

G. H. Dennison, sales manager, Keystone Abrasive Wheel Co., Carnegie, Pa., where wives usually do not attend meetings, says, however, that "Friendships are important to business. Contacts are often formed or strengthened through such [family] contacts."

▶ Many of our panelists advanced another important reason for hauling wives along: It's good for the salesman's marriage.

Says R. C. Aylward, v-p, Bohn Aluminum and Brass Corp., Detroit: "It's necessary to keep a happy wife because of my extensive personal travel."

Ray F. Parker, manager, carbide sales, General Electric Co., Metallurgical Products, Detroit—where company does not pay wives' expenses—says: "It is a wonderful reward for an executive's wife to attend meetings or conventions in desirable locales. It makes his job and time away from home more palatable."

▶ Argus Leidy, v-p, Globe Hoist Co., Philadelphia, declares: "I am in favor of wives accompanying husbands. Not particularly for the reasons too often featured in comic strips and musical comedies, but as a sincere effort to make wives feel they are sharing and supporting the husbands' business life." At Globe Hoist, however, families do not usually attend.

"I am convinced it's a good thing, especially for the wife," says C. O. McNeer, general sales manager, Chemicals Products Div., Goodyear Tire and Rubber Co., Akron. "It helps her understand the complicated business world, and shows her there's work to be done at conventions—contrary to the old chestnut of whooping it up."

Some companies, like Cleveland Trencher Co., Cleveland, actually put wives to work. Sales V-P J. A. Penote reports: "We attend certain conventions and meetings where wives of executives help in hostessing."

Ampex Corp., Instrument Div., Redwood City, Cal., invites wives of field representatives to an annual meeting "which enthuses and inspires them to continue the all-out efforts and personal sacrifices they make to carry forward our sales and service activities," reports Marketing Manager Paul Weber.

At Bendix Aviation Corp., Bendix Pacific Div., North Hollywood, where wives rarely attend "except at 100% personal expense," Electronic Sales Manager H. D. Wilkinson maintains: "I feel that it is beneficial on occasion both to the family relationship

#### when the occasion



calls for MOVING.



callUnited

Being picked for promotion is always a happy occasion.

And if a change of address comes with the change in title,
United's "Pre-Planned" service will make your moving day
a safer, easier, more pleasant occasion. You'll arrive on the
new job relaxed and rarin' to go, because United handles
all the details for you.

From skillful UNI-PACKING of your possessions...to ontime delivery by SANITIZED van...you'll get personalized, courteous service.

Whether the occasion calls for a family move—or shipping delicate, high-value equipment via United's special SAFE-GUARD service—call your United Agent today! He's listed under "MOVERS" in the Yellow Pages.



United Van Lines

MOVING WITH CARE EVERYWHERE®

and to the business benefits. I wish that the practice was more widely adopted."

Summing up the case for wives is N. D. Biersach, v-p, Biersach and Niedermeyer Co., Milwaukee: "Most men do a more businesslike job at conventions if their wives are with them."

▶ Our panel is not without its hardbitten anti-feminists.

On the negative side of the wifeat-conventions question are such high ranking sales chiefs as:

Harry A. Murphy, Jr., sales manager, Gray Co. Inc., Industrial Dept., Minneapolis, who feels that women are "not necessary—far more work can be accomplished if wives are left home." At his company they don't usually attend.

J. N. Kemple, sales manager, Page Steel & Wire Div., American Chain & Cable Co., Inc., Monessen, Pa., declares: "In general, family members should not attend. A convention is meant to be a business meeting and it should be kept that way."

"Our company policy is opposed to family members at conventions even at individuals' expense," reports R. L. Beyer, v-p, Spencer Kellogg and Sons, Inc., Buffalo.

J. E. Bates, v-p, Finnell System, Inc., Elkhart, Ind., frowns on wives' attendance. Says he: "The business of running a convention, if done right, has no time for family members who are not in the business."

"We discourage it, but on the rare occasions when it happens, it is definitely not at company expense." This from Paul E. Truttschel, sales manager, Appleton Coated Paper Co., Appleton, Wis.

R. P. Cook, sales manager, The O'Brien Corp., South Bend, banishes wives succinctly: "They're usually in the way."

"We do not approve," says Harvey A. Hahm, sales manager, Chocolate and Cocoa Div., Robert A. Johnston Co., Milwaukee.

"Have not found it necessary,"from W. F. Newberry, v-p, sales, Detrex Chemical Industries, Inc., Detroit.

"No! Not good for any purpose," is the way John D. Shaw, general sales manager, International Silver Co., Meriden, Conn., puts it.

Looking at both sides is L. E. Minkel, v-p, Daystrom, Inc., Murray Hill, N.J.: "At most conventions more contacts can be made, and both business and good will generated, if unaccompanied by family. Some conventions, however, are of such a 'family' nature, by custom, that you are an 'outsider' if alone."



# Who buys all the hard goods?

HARD PEOPLE, SOFT PEOPLE OR REAL PEOPLE?

Hard people? Oh, we're awfully sorry, but we think you'll find that real people buy all the hard goods. And all the soft goods, too. There aren't any hard or soft people in the buying business. Only in the making business, where a man who makes something hard, like a food freezer, is called a "Hard Goods Man." And a man who makes something soft, like food, is called a "Soft Goods Man." But real people buy both food freezers and food. See? People who make things specialize, but people who buy things don't.

Interesting, isn't it? And we're caught right in the middle. Because we make advertising. And advertising is made out of ideas. You can't open the door of an idea, nor can you eat one. Ideas are neither hard nor soft. So we can't say that we specialize in products.

For one thing, our own people have advertised too many kinds of products, ranging from White Goods to Baked Goods. The only thing we can specialize in is ideas. And the only thing we can make is advertising. So please don't find out that we advertise beer, for example, and figure we wouldn't know how to advertise something that beer goes into.

Would you like some facts? Or some more philosophy? We can be reached simply by writing to the President's Office in Detroit.

### CAMPBELL-EWALD ADVERTISING

DETROIT 2, MICH. NEW YORK - CHICAGO - LOS ANGELES - HOLLYWOOD - SAN FRANCISCO - WASHINGTON - DENVER - ATLANTA - DALLAS - EANSAS CITY - CINCINNATI

ANOTHER QUESTION: Would you say that a "Man Who Can Sell Refrigerators to Eskimos" has to know more about refrigerators, or more about Eskimos?



# ON'S DEPARTMENT

# Department Store Economist and its M-A-P can increase your sales in the \$18 BILLION

# department store market

Whether you manufacture merchandise or equipment essential to the operation of a modern store, you should know exactly who runs the show.

"Who Runs the Show?" is one of several published reports included in Department Store Economist's M-A-P, the most comprehensive Marketing Assistance Program yet developed to help you get a bigger share of the huge department store market.

This pertinent report tells you who, among department store executives, have buying, merchandising and administrative responsibility. It also gives breakdowns of stores by sales volume category and total sales volume.

Through M-A-P you can learn the latest facts and figures on sales trends, purchasing influences, merchandising techniques, delivery services, store policies, management purchasing practices, and other important data. You will find all this, and more, in handy card files and annual research studies.

In addition, DSE staff members are available for market counseling and speaking engagements. Direct-mail service, reprints, readership reports, circulation data, a selection of merchandising aids, and special research facilities are all part of M-A-P.

Marketing assistance, combined with editorial excellence and quality-controlled circulation, makes Department Store Economist your No. 1 aid to more profitable marketing. Let's talk about it soon.

Chilton

Chestnut and 56th Streets · Philadelphia 39, Pa.

DEPARTMENT STORE ECONOMIST is the publication of authority for those in authority in the department store market. Published monthly, it has a circulation of more than 28,000 in over 11,000 stores. DSE is read by the decision-making executives as a guide to the selection, promotion and selling of merchandise . . . and to profitable store management and operation. Its coverage includes 90% of department store buyers, 94% of merchandising managers, 94% of administrative executives, and 93% of promotion and training heads.



# STORE ECONOMIST



#### The Return of the Native

After the success-burst following its introduction, Studebaker-Packard's Lark has had its troubles getting out of second gear: The most notable acceleration the compact has had recently is in the appointment, as v-p

of marketing (a newly created post), of L. E. Minkel, an old Studebaker hand who has been away from the company for five years. A veteran of the Studebaker sales organization during the greatest growth period, following World War II, Minkel has been v-p of Mack Trucks, Inc., and of Daystrom, Inc. A man in his middle 50's, he is younger looking than his years, a hard-driving sales executive who worked his way through the University of Iowa from which both his mother and father had also been graduated. His first task now is to launch a "vigorous expansion" of Studebaker sales and marketing with emphasis on dealer operations. Lew Minkel began his Studebaker career in 1944 as a district sales manager. Three years later he was placed in charge of the Western Sales Division, and in 1953 he moved to South Bend, where he directed merchandising, sales training and market re-search. In 1955, Mack won him away, made him v-p and general sales manager. During his several years in the job, Mack's sales doubled. Last year he joined Daystrom. But when Studebaker began its quest for a marketing v-p, Minkel's was the name that kept coming up on top. He believes the Lark has a soaring future; he wants a part in it.

#### Room above Granny's Store

Let Albert M. Coleman tell it: "When I joined Pet Milk Co., 33 years ago, it was after working for a food company as a sort of freelance kid, calling on the grocery trade and going around the country in a Model T sticking up posters." He doesn't have to stick up posters anymore. The company has just named him general sales manager of its pivotal Food Products Division. (Last year Pet was divided into three major operating divisions, and Food Products, the largest, produces and markets evaporated milk, dry powdered milk and frozen food products.) Al Coleman was born into the food business, in a room above his Grandmother's grocery store in Baltimore. His first part-time job was with a retail grocery. When he finished high school he took his first full-time job, with a wholesale grocery house. Six months later he was calling on customers. Then came a stint with Corn Products Co. and a 3-state territory. In '27 he joined Pet as a retail salesman. There followed a series of promotions that made him one of the most traveled men in the Pet field force. (He still travels: Not long ago he logged 14,000 miles in two weeks.)



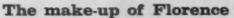
On his way to his new job he has been market manager in New York, assistant district manager for the northeastern region, manager of Pet's 11-state western region. A onetime amateur baseball player until he broke a knee, Al Coleman is about to touch some more bases. He's leaving for his first swing around Pet's network of regional offices. -SM-

THEY'RE
IN
THE
NEWS
BY HARRY WOODWARD

#### Sales Ink for Esterbrook

Esterbrook Pen Company's distribution has been largely through the stationery field. And these days, says Oliver F. Richardson, "If you aren't in the food field you're in a bad way." Richardson, who comes from Minnesota Mining and Manufacturing Co., where he was national sales manager of the Scotch Tape Division, has joined Esterbrook as v-p, marketing. He figures he's a natural to get Esterbrook into super markets: "I know all the food chains and wholesalers and variety chains and drug chains. I've had to in my job." He left 3M, with mixed feelings (he has an almost paternalistic feeling for the company where he spent 20 years), because he couldn't resist the challenge. Esterbrook is the oldest pen manufacturer in the U.S. Its first pens were quill. But Richardson intimates, without saving it, that its distribution methods are still somewhat in the quill era. He has a colorful, homespun way of talking that may stem from his farm background: "I think of time, in the sales world, like I think of a man putting money in a meter. If a salesman were asked to put his money in a meter before he was granted an interview with a prospect, more sales would be made." Richardson is a Drake College alumnus, got out in the depths of the depression. He got his first job - with a shoe chain - over 75 applicants. The job paid \$15 a week. His first job with 3M was as one of the company's first industrial salesmen. He did so well that he was brought into headquarters for management training.





She's a composite of old Southern charm and vital Southern energy. She's 1,300,000 people strong. She's industrially and agriculturally rich. She symbolizes a beautifully compacted market reached by a single-station:





#### ON TRIAL

electrical firms deny fixing prices Trials are slated to begin next month in giant price-fixing case brought against electrical industry by Justice Dept. It's a big one: 18 different indictments against total of 27 firms and 45 sales execs (eight individuals named on two counts each). Total annual sales involved run close to \$2 billion. General Electric and Westinghouse are named in 17 of the 18 indictments, but no master deal is charged. All companies except Allis-Chalmers pleaded not guilty.

#### **PLUGS**

dentists endorse P&G's toothpaste That endorsement of Procter & Gamble's Crest toothpaste by American Dental Association is sure to trigger two immediate results. First, sales of Crest, officially recognized by ADA this week as "an effective decay-preventive agent," will skyrocket. Second, rival toothpaste makers—including Bristol-Myers, Colgate-Palmolive, Lever Brothers—will rush to adopt stannous fluoride (principal active ingredient in Crest). . . . Meanwhile, marketers are questioning the wisdom of a big professional society's plugging a product.

#### STRATEGY

big, joint promotion aimed at school kids Back-to-school selling will get a new twist this fall in a big, splashy, joint promotion of portable typewriters and phonograph records. The sponsors: Remington Rand and RCA Victor. The plan: to give a free 45-rpm record album to any youngster who tries out a Remington portable at his local dealer's. The \$500,000 promotion will be pushed in consumer magazines, P-O-P displays, dealer contests. . . . Some facts on the solid, growing, school-kid market: grade school, 34.2 million pupils; high school, 9.5 million; college, 3.6 million—all in all, more than 47 million pupils. . . . Some opinion on jointly sponsored promotions: They're growing fast, but are fraught with limitations (see SM, April 1, page 17).

#### **CONGRESS**

2 pro-business bills still have a chance

Longshot possibilities for Congressional passage during special session this month are two pro-advertising bills strongly supported by many business groups. . . One, the Boggs tax deductibility bill (SM, Apr. 1, page 95), was formally reported by House Ways & Means Committee on July 1, just hours before Congress recessed. But, AFL-CIO is bucking this measure, and with the Dems particularly beholden to labor at this time, circumstances don't seem right for passage. It will take a big push from business groups to get action this year.

Other ad bill, which came along later but appears less controversial, is sponsored by ranking Democrat and Republican on House Ways & Means. The Mills-Mason bill (SM, July 1, page 43) would exempt all co-op advertising payments, up to 5% of sales price, from Federal excise taxes. Ten billion dollars of sales involved here.

#### SELLING

food firms move in on overseas markets Overseas markets are luring U.S. food manufacturers. many industries are busy fighting imports, domestic food processors are planning to harvest a vast, untapped foreign market -selling convenience foods to housewives in Europe, Latin America, Far East. . . . Corn Products, Standard Packing, California Packing are rapidly expanding overseas selling; H. J. Heinz has long been oriented to international marketing, counts on it for 50% of sales. Others, including General Foods, Beech-Nut, are also making motions in that direction.

Behind the rush abroad: the tremendous success of convenience foods in U.S. If American housewives are eager to pay a premium for time- and labor-saving features, their counterparts in other countries may well do so too. This market looks particularly inviting because virtually no competition exists at present. . . . But some say it's all quite premature.

#### AD TAX

Kennedy adviser drops a bomb

A passing reference to possible tax on advertising has made a best seller out of an obscure political pamphlet written by Prof. Arthur Schlesinger, Jr., Harvard historian. . . . The Democratic Advisory Council, an offshoot of Democratic National Committee, sent out 1,100 copies of Schlesinger's pamphlet to regular mailing list, without causing a stir. Then Kiplinger Washington Letter chirped that Schlesinger, a "Kennedy braintruster," proposed an ad tax. For weeks thereafter, one clerk did nothing but fill mail orders for the 15c pamphlet.

Key quote from Schlesinger: "No one likes taxes. But there is no reason to suppose that either our present living standards or our present taxes are sacred. There are unexplored possibilities in taxation—not only plugging loopholes, such as percentage depletion on oil, but taxing things to help people, such as, for example, a tax on advertising. " . . . Note: no comment from Kennedy on this, but it bears watching.

#### MISCELLANY

news and ideas of marketing note FTC activity set a record in fiscal '60 (ended June 30). Commission actions against monopolistic practices jumped from 80 to 157; against deceptive trade practices, from 272 to 350. . . . Trading stamp business is now thriving at \$600 million a year. Some 40 million families collect stamps from 250,000 retail stores. . . . More than 40% of total Negro population, earning 65% of total Negro income, can be reached in top 40 metropolitan areas. . . . Consumers spent a record \$7.2 billion in nation's 54,000 drug stores in '59, Drug Topics reports.

Complete program of sales and marketing manpower development is planned by Sales Executives Club of New York. Courses and conferences on marketing management, manpower management, salesmanship, special skills, will be offered. . . . Eighth annual marketing conference conducted by National Industrial Conference Board will be held Sept. 14-16 at Waldorf-Astoria. New York.



# The most important 1,195,671 in the advertising "census"

An immense tabulation is now being completed—the national census. Its purpose is clear—to tally and measure the nation's population. Another kind of "census" goes on continually in advertising circles—the tabulation and measurement of audiences.

Some combinations of mass media come up with an advertising audience estimated to exceed the total population of the United States. Yet, how much more important to advertisers than "how many" is "which ones"?

Do these people have the money to buy my product or service? Are they the people who set the buying pace in their communities? Can their well-respected opinions help my company grow—in stature, in sales and in profits?

Measured in these specific ways, the 1,195,671\* important people who buy and read "U.S.News & World Report" can readily be called the most important magazine readers of all—and the magazine that brings them together each week . . .

# The most important magazine



# of all

No other news magazine concentrates its entire content on the important news of national and world affairs. Consequently, no other news magazine attracts such a high concentration of the leaders of business, industry, finance, government and the professions.

No other news magazine attracts such a high concentration of higher-income families (average income -\$15,496).

Ask your advertising agency for the documented facts about this important magazine . . . from your standpoint, very likely the most important magazine of all!

# **U.S.NEWS & WORLD REPORT**

America's Class News Magazine

Advertising offices, 45 Rockefeller Plaza, New York 20, N. Y.
Other advertising offices in Boston, Philadelphia, Pittsburgh, Cleveland,
Detroit, Chicago, St. Louis, San Francisco, Los Angeles, Washington and London.

Publisher's Interim Statement to the Audit Bureau of Circulations for the 3 months ending March 31st, 1960

#### DYNAMARKETER

### Gibson Banks on Dealers

By LAWRENCE M. HUGHES Senior Editor



" . . . a skillful salesman can switch 80% of his customers."

## to Sell Against Big Ad Budgets

To Chuck Gibson and his people at Greenville, Mich., the most potent force in marketing is still the independent dealer.

Swept in by advertising, your wife asks to see that GE or Frigidaire or Westinghouse refrigerator which she must have. . . . But at many stores the chances are she'll

go out with a Cibson.

Blue-eyed, quiet, prematurely-balding, Danish-descended Charles Johnson Gibson, Jr., tells dealers that "a skillful salesman can switch 80% of customers." For SM the president of Gibson Refrigerator Co. Division of Hupp Corp. estimates that more than half of its mounting volume derives from would-be customers of the advertiser giants. A good part of the rest comes from the "we-need-a-new-icebox" people who have not sold themselves on any brand.

Despite the switching, there is nothing "substitute" about Gibson's appliances. The 2,300 workers in and around Greenville and 85 distributors and 8,000 dealers across the U.S., who make and sell this line, are proud of it. Chuck Gibson's predecessors first started to manufacture iceboxes in this middle-of-Michigan town in 1877. They antedated Edison's invention of that first "appliance," the electric light bulb, and were busy cooling the nation's food for long years before the above-named giants were born.

By concentrating primarily on refrigeration appliances, and by keeping a strong grip on costs, Gibson contrives both lower prices for consumers and longer margins for dealers.

▶ And in pleasure, as well as business, Chuck Gibson makes the dealers and their salesmen (and their wives)

all feel that they are getting somewhere.

Since last fall the dealers have been selling and switching earnestly to earn Gibson's "Hawaiian Jet Holiday." Early in September the first 159 of a total 5,000 winners will board a Pan Am Boeing 707-321 (renamed "Jet Clipper Gibson") and will shoot off at 600 mph for Honolulu, where they will spend five days and nights at the Reef Hotel at Waikiki Beach, as guests of Gibson.

This trade group will be augmented a bit by 50 lucky consumers, chosen in a sweepstakes from entry blanks obtained at dealers' stores. Each winner who happened to buy a Gibson appliance while there also receives \$250

spending money.

On arrival of each flight, every guest will be greeted by Chuck himself, by his uncle Frank S. Gibson, Jr., board chairman, and by other officials. Before the final alohas, everyone will get a lot of personal attention from Gibsons and Gibsonites.

Five years ago Gibson Refrigerator looked rather doomed. There had been three red-ink years in a row. The big full-line boys were pushing a lot of independents and specialists out of business.

But today, for this one outfit, at least, the tables have

been turned. Newspapers reported that "The slowdown in the major appliance industry appears to be turning into a full-fledged slump." GE and General Motors' Frigidaire were scheduling shutdowns. Westinghouse and Ge's Hotpoint were laying off hundreds. Whirlpool was predicting smaller earnings. GE was reported as shipping "carloads of cut-rate appliances" all over the map.

Chuck Gibson admits he used to be "scared" of the big fellows. He is still "aware" of them. But most of his time is taken in keeping Gibson's plants going full blast on two full shifts, meeting distributor and dealer needs, and planning the products and the strategy with which to fight

those poor old giants tomorrow.

Hupp Corp., Cleveland, does not reveal Gibson Division's sales contributions separately. But, if pressed, Chuck or his v-p for refrigeration sales, William C. Conley, will let you have a statistic or two: At this writing Gibson sales have been larger than parallel month of year before 724 consecutive months. In first half of 1960 its volume was 22% ahead.

▶ In contrast with Gibson's 87% gain in the year 1959, this might seem to be slackening. But in a "slump" industry, it is still spectacular. Almost alone, Gibson still goes somewhere.

And the dealers are glad to go along, too.

Today, Chuck Gibson of Greenville ranks with Salvatore Giordano of Fedders Corp., Maspeth, N.Y., as travel's

No. 1 tycoon

This fall, Fedders will take 1,000 people to Israel, 1,000 to Paris, and 4,000 to Grand Bahama (a somewhat handier island in the Caribbean). But considering that Gibson got into travel incentives four years after Fedders, its growth has been faster. By 1955, when Gibson was flying its first 400 junketers to Las Vegas (a sort of island in Nevada), Fedders was entertaining 2,500 at Jamaica, BWI.

Though Gibson's passenger mileage to Las Vegas in 1955 was a mere 640,000, its Hawaiian Holiday will count up to 42 million. And Gibson is now busy scouting such areas as Europe, the Caribbean and South America as the fall 1961 destination of its whole gang.

The moral is that both of these relatively small independents have made the most of travel incentives to keep growing. Fedders has done so as a separate entity. In 1956, when 36-year-old Chuck succeeded his father as

president, Gibson merged with Hupp.

The Hupp of today is far afield from the old Huppmobile car. Different divisions make heat pumps and commercial cooling equipment, furnaces and combination central home heating and cooling units, aviation components and other things. Gibson Division makes refrigerators, freezers, ranges, room air conditioners and dehumidifiers.

In 1959 Hupp's volume rose one-third to \$76.3 million. Probably two-thirds of it came from Gibson.

Chuck Gibson joined Hupp because he needed more

THE 1961 SCHEDULE OF Hospitals, JOURNAL OF THE AMERICAN HOSPITAL ASSOCIATION Special Issues MARCH 1 PLANNING AND CONSTRUCTION ISSUE APRIL 16 ADMINISTRATIVE REVIEWS ISSUE JULY 1 SMALLER HOSPITALS ISSUE AUGUST 1 GUIDE ISSUE AUGUST 16 CONVENTION PROGRAM ISSUE SEPTEMBER 1 CONVENTION REPORT ISSUE Please send me the following sample caples of HOSPITALS' Special Issues and the Pac Sheet for 1961 Planning and Construction Issue Administrative Reviews Issue Smaller Hespitals Issue Guide Issue Convention Program Issue Convention Report Issue Title Company\_ Principal Product Street

#### CHARLES GIBSON, JR. (continued)

#### DYNAMARKETER

money and stability. The fact that Gibson Refrigerator had stayed alive for eight decades was no guarantee of further survival: "Maybe," he thought, "the big full-line outfits would prevail. Maybe the old methods of wholesaling and retailing would yield to something new and different."

Maybe the big fellows, such as GE and Westinghouse, which owned much of their wholesale distribution through factory branches, would end up owning retailers—and markets, too.

Mortality among independent manufacturers was mounting. In refrigeration such names as Crosley-Bendix, Coolerator, International Harvester and Servel were dropping out.

But Chuck didn't have time to feel for them-or himself. He acted. He took two steps: one to save, the other to spend

In the first step, he says, "We cut out every conceivable frill. We slashed salaries across the board. The union helped us to step up productivity. As specialists we had—and have—a relatively low break-even point.

He realized that Gibson was "one of the few specialists left in the refrigeration industry." But he also learned that "Some of the best distributors were still around." Part of this group had become convinced that "There was no magic in full-line competition. Others were fed up with big-manufacturer domination. . . We moved fast to build close personal relationships with them."

▶ Then—with the help of Hupp—"we invested millions to completely reengineer and re-tool our refrigerator line. We brought out the first 2-door refrigerator priced for the middle market. We went from the round to the square look. And we brought out the Market-Master." (By eliminating the freezer, this provides 25% more refrigeration space for the same area.)

Gibson offered longer margins for distributors, provided a free floor plan for dealers, continued co-op advertising . . . and went whole hog into travel incentives.

Gibsonites found that these incentives, among other things, "give us the chance to sit down with dealers, at least once a year, and get the benefit of their advice and experience." They found that dealers, by and large, "resent the implication that all they provide is the physical layout, that they must be taught how to sell, or

that selling isn't important any more because consumers are pre-sold."

Until one in six of the estimated 65,000 appliance dealers in the country handles "all or part of our line," Bill Conley says, "a full return on heavy advertising cannot be realized."

At this stage Gibson spends close to \$1 million annually for advertising (in addition to 50-50 co-op work with distributors). Media scheduled, through Creative Group, Inc., Appleton, Wis., include weekly insertions in Electrical Merchandising and Home Furnishings Daily and each monthly issue of Mart Magazine. A spring campaign, "Operation Double Exposure," embraced spot radio and outdoor posters in 100 major markets. In some markets newspapers were used instead of posters.

▶ But against the estimated \$90 million which General Electric spends annually for advertising and promotion; the \$45 million of Westinghouse and at least \$35 million by RCA and Whirlpool combined, the lads at Greenville could hardly compete.

So, at this stage, they spend about two-thirds of their combined advertising-promotion budget for travel in-

Dealers are told that they get "\$10 to \$30 extra margin for selling a Gibson. Instead of relying primarily on our own efforts, we rely on you and we pay you for it." (Dealers are said to make at least 50% greater profit on Gibson.)

And with distributors and dealers taking more of the load, Gibson can hoard its own sales manpower. Actually, this group numbers 20—nine in the field and 11 at Greenville. In the latter group are Conley, the advertising — sales promotion manager, the public relations manager, and product managers for the five lines.

Throughout the organization Chuck Gibson sees to it that "Each man has a specific responsibility—for his function or job and for profit. This applies to engineering (cost of product), to operations (manufacturing and service), to the comptroller's office, and to sales." All 2,300 employees, including hourly workers, participate in profits.

Chuck is the third generation Gibson to run the operation. He is convinced now, after all the problems of the last five or ten years, that Gibson Refrigerator is all set to go.

JOURNAL OF THE AMERICAN

840 North Lake Share Drive, Chicago 11

HOSPITAL ASSOCIATION



a "halo" effect in advertising? A bright, smiling personality can condition our attitude toward a man's deeds. Even a woman's charm can be modulated by lighting. And based upon random comments from Machine Design readers . . . reaction to advertising can be changed by the editorial company it keeps. A magazine which has strong editorial rapport with readers makes advertising more believable, more effective. We're trying to find a way to measure this "Halo" effect, of course. We're certain it's one of the extra values received by Machine Design advertisers. In the meanwhile . . . we can offer you specific, concrete facts about our leadership in editorial, readership, response, circulation and advertising. For example, Machine Design has far more editorial awards than any other design magazine . . . consistently wins independent reader preference studies . . . carries far more advertising pages than any other design magazine. Machine Design, A Penton Publication, Penton Building, Cleveland 13, Ohio.



Cast 1.25 mil polyethylene film from regular production run using PETROTHENE 218 resin.

# SELL MORE ON SIGHT...AND SAVE WITH CAST POLYETHYLENE OVERWRAP

Whether your product is bread or Bermuda shorts, cast polyethylene makes it look better . . . feel softer . . . sell faster.

Cast polyethylene film is crystal-clear, with a high gloss and no hint of haze. No other polyethylene film comes near it in clarity and gloss . . . no other transparent overwrap surpasses it . . . no other material can give your product more sales-spurring sparkle. Easy to print in any color, its glossy surface adds luster and appeal to printed art and lettering.

After cast polyethylene packaging has caught a customer's eye, it keeps on selling with its "soft feel". Unlike "hard finish" overwraps, it imparts a feeling of softness to clothing . . . a feeling of warmth and freshness to bakery products. And with polyethylene's traditional strength and moisture resistance, cast polyethylene keeps products fresh and fresh-looking . . . clean and salable despite rough handling.

Cast polyethylene overwrap saves you money in your packaging operations too. There are no special production problems. It heat seals well, and handles easily on overwrap equipment designed or modified to handle polyethylene film. It is the least expensive transparent overwrap material you can buy. Cast polyethylene film is made by a special process from U.S.I.'s Petrkothense resins. Ask your supplier to check into U.S.I.'s latest development — Petrothene 218 resin, designed for cast film overwrapping of soft goods, bakery products or paper. It is exceptional in clarity, gloss, softness and ease of handling. U.S.I.'s technical service engineers will be glad to work with him in putting it to work for you.



# The 'Little Machines' Pay Off Big for Friden

Lacking the glamour of the publicity-hogging data processing machines with their elephantine memories and cornucopian outpourings, how did little Friden manage to corral \$74 million in sales in 1959, against IBM, NCR, Remington Rand and RCA?

Last year, at an office machines industry institute, an executive of one of the major manufacturers in the big computer field strode up to Robert E. Busher, vice president in charge of sales for Friden, Inc., San Leandro, Cal. (whose sales are a mere \$74 million) and said: "I want to shake Friden's hand."

As Busher held out Friden's hand to his giant competitor with a smile of surprised inquiry, the giant said: "Yours is the only company in the industry that has stayed away from the big computers and not lost its shirt."

Far from lost, Friden's shirt is not even threadbare. In fact, this year's shirt has a mighty prosperous look and the company isn't short on reserves. To put it in figures: Friden has tripled its sales volume in the past five years. In 1954 the company sold \$25 million worth with a net profit of \$2 million. The 1955 net sales and operating revenue was \$32 million. In 1959 this rose to \$74.2 million. Contrast that with Friden's first year in business when it had a total volume of \$30,000 and a net loss of \$1,000.

That doesn't tell the entire story. The company has a return on its sales dollar that is bettered in its industry only by IBM and Addressograph-Multigraph. Last year this was 5.3 cents, compared with returns as low as 2 cents by others of comparable size in the industry for the same period. Friden expects its volume to

climb 17% to \$87 million this year and is eying a goal of \$100 million for 1961

This explains why the giant wished to shake Friden's hand. But the record is one that raises interesting questions. Without the glamour of the "miracle" data processing machines that command the publicity spotlight, how did Friden not only hold its own but make such sales and profit strides? How does it operate and sell so as to effectively compete with companies like IBM, National Cash Register, Remington Rand, RCA and others in the big league?

Philip R. Samwell, vice president and general manager, provides some clues. "We don't compete. We make ourselves complementary. We will let the big boys like IBM, RCA and the rest have the big computer field. We concentrate on the smaller machines."

Friden, in brief, resolved to be specialists—and then developed a program for squeezing all the advantages out of specialization. So cleverly has it been done that the company has made customers out of its big competitors, which purchase machines developed by Friden to "feed" their own monsters. RCA, National Cash Register and other of the "bigs" are substantial buyers of Friden equipment which can be used to do things for which their complex computers are unsuitable.

In the light of today's accomplish-



THE WAY TO COMPETE is through specialization, says Philip R. Samwell, general manager, Friden, Inc. (with hand on calculator). "We will let the big boys have the big computer

field. We'll concentrate on the smaller machines." For this, the Product Planning Committee, shown here, finds ways to ride with the oncoming trends in business data processing.



# 6<sub>TH in America in</sub> TOTAL Advertising Cleveland PLAIN DEALER

Represented by Cresmer & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco and Los Angeles, Member of Metro Sunday Comics and Magazine Network

\* Source; Media Records

#### Subscriber Service

Subscribers buy more than one million pages of reprints yearly, through Sales Management's Readers' Service Bureau. In addition, RS stands ready to help you research back issues of SM on any classification of subject matter we have published. Write: Sales Management, Readers' Service Bureau, 630 Third Ave., New York 17, N.Y.

ment, Friden's decision not to build big computers but to hoe its own row with increased vigor and know-how looks pretty inevitable. But ten years ago, when the computers loomed on the horizon, it wasn't so inevitable. Even the medium-size companies wondered if they were going to be left behind—or trampled down—in the wake of the new monsters. Others in the industry, presumably having evaluated the risks and advantages, fled the threat of being rendered obsolete and went what appeared to be the obvious way. They built computers.

Friden's Products Planning Committee turned its collective astuteness to the challenge . . . and resolved not to enter the sensational—but hazard-ous—field of computers. The reasoning illuminates the company's bedrock inquiry into new products.

"Actually," Samwell smiles, "it didn't take any elaborate market research nor even very deep thinking. On examination, it turned out to be a simple matter."

The first computers, he points out, were essentially mathematical devices, developed for engineering and scientific purposes. They were set up for long sequences of calculations involving a great many internal calculations. The challenge came to companies like Friden only when these machines were beginning to be adapted to data processing and applied to business detail.

At this point the Product Planning Committee asked: "What is the distinction between the demands of abstruse engineering and scientific problems and those of data processing for business? "What it boiled down to," Samwell says, "was the difference between mathematics and bookkeeping. An accountant doesn't need to be a master of higher mathematics. No more does the average business need computers."

IBM and Remington Rand obviously came up against the problems raised by the distinction when they began applying cybernetics to business detail. The punch card system was the answer. It permitted the handling of an immense number of individual transactions, each involving several factors, with comcomitant sorting down and collating. The modern computer was the next stage and appeared to pose an even stronger challenge to the medium-size companies in the calculator field. Once again the planning group, observing the industry stampede to the big machines, pondered: Should we or shouldn't Assessing the capital required, the large organization for production and marketing, the inevitable long period





- Actually, total effective buying income of more than \$3 billion
- More people than each of 18 states
- Not covered by San Francisco and Los Angeles newspapers

Look to inland California — the Billion-Dollar Valley of the Bees — to broaden your sales

potential in the West. If you're hugging the coastline, you're missing a huge market.

And, once you get over the mountains, you're in rich territory. Make your message work by putting it in the Bees — the only newspapers that cover California's inland Valley.

Data source: Sales Management's 1959 Copyrighted Survey

#### M°CLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

McClatchy gives national advertisers three types of discounts . . . bulk, frequency and a combined bulk-frequency. Check O'Mara & Ormsbee for details.

of losses, the answer was: If we were not willing to compete with IBM on punch cards, why should we compete with them and the others on computers for business data processing?

Having resolved not to compete, top management next came to a crucial question: How, then, could Friden participate in the evolution that was going on in data processing? The planning group examined the needs of business and the resources and potentialities of its existing machines.

Computers, they realized, or any other data processing systems, are voracious users of information. This information must be presented to the machines in a language or form which they can process. Each little individual transaction or piece of business data must be converted into a form the computer-or punch card system-can absorb and deal with: holes for cards, for example.

"Our conclusion was," Samwell explains, "that if we could take the original business machines, typewriters and calculators [writing and arithmetic] and have them not only produce the business document itself. but produce it in such a way that it could be automatically introduced

into the data processing system, we should be able to offer what business needed. The best medium for accomplishing this, to date, we concluded,

was the punch paper tape."

Here was the field Friden staked out for itself: preparation of business data and conversion of original documentation into a machine language. A machine capable of converting millions of pieces of data into a language the machine could use was developed and gradually evolved to the present equipment: This year Friden came out with its first fully electronic machine.

The year 1956 saw the addition of new Friden division: the Systems Division—which brought the company squarely up against a big selling problem. Up to 1953 Friden had produced and sold only calculating machines. An adding machine was introduced into the line next, then a billing machine which typed the invoice and made computations. But it was still only a piece of equipment-the first tape machine, a billing machine that produced and "read" tapes, meant that it was no longer a piece of equipment, an office tool that had to be sold, but a system.

"From this point on," Samwell

points out, "we were specialists. We were selling specialization; our sales representatives had to be specialists. The technique of selling was so different we could not even use the same men who were selling our original products to sell what we now had to offer." A few of the calculator men were flexible enough to be taken over and retrained into systems men. But for the most part, new men had to be brought in. Besides, a great many were needed. And the company had no intention of neglecting its Calculating Machine Division.

Men were recruited, an intensive training program was set up, a school was established in Rochester, N.Y. This school, which is separate from the Friden plant there, has its own permanent faculty and operates continuously training and retraining the field men and their assistants, the latter mainly young women. With some 450 salesmen and their assistants now comprising the Systems Division field force, the company has doubled its sales personnel.

Each division-now three, with the recent addition of a Mailing Machines Division-has its own staff of specialists who sell only in their own field. At management levels, the three staffs are tied together from the 150 branch manager offices on up through divisions and top management at national headquarters in San Leandro, Cal. Managers of regional offices have a systems assistant whose job it is to help the local offices sell systems.

▶ Salesmen's compensation plays a strong role in the company's marketing policy. Management views salary for salesmen as a sort of nursing bottle for neophytes. A few beginners are on salary. "We won't keep a salesman permanently on salary," Samwell says firmly. "If he succeeds as a salesman his earnings are higher on commission. Our best men are on straight commission-not even with drawing account." Compensation varies from the beginners on straight salary, through salary and commission, drawing account and commission, on to commission alone. About 90% of Friden sales representatives are in the commission category.

Friden's selling policy does not dif-fer materially in kind from the techniques of its industry counterparts. The company has taken more or less accepted practices and applied them faster, pushed them ahead more aggressively, attempted to leave no loophole for failure. Here are the main selling steps which launched the pioneering Systems Division on its five

years of spectacular growth:

1. Evaluate the prospect's or cus-



Write for your free copy today. Dept. X.



already

Sure you are! Successful Farming subscribers read general magazines and newspapers, own television and radio sets. But reaching isn't selling! Mere circulation is no substitute for influence. The medium has much to do with the effectiveness of your advertising. General media afford information and entertainment. But

reaching

Successful Farming means business—farm business. Every issue has news of new discoveries, methods, machinery—case histories and actual instances of

your

planting, fertilizer application, pest controls, livestock, automatic feeding, materials handling, marketing methods and futures—that save work, increase yields and income. SF has been helping farm

people!

families make more money, live better for fifty-eight years—has earned a respect and response unmatched by any other medium.

General media are edited for urban families, SF for farm families, whose needs are quite different. SF recipes have larger portions, for larger families, engaged in outdoor work. SF housewives cook three meals a day, entertain more at home, wash every day, plan their buying in advance; need different kitchen layouts and facilities, and every labor saving device they can find. They are more interested in their husbands' businesses—in the midst of which they live. And SF articles are clipped, filed, consulted again and again.

SF subscribers number only 1,300,000—but their estimated average farm cash has been 70% above the national farm average for more than a decade!

If your advertising is not as resultful as it should be, try Successful Farming. Any SF office can give you the details.

Successful Farming...Des Moines, Chicago, New York, Atlanta, Boston, Cleveland, Detroit, Los Angeles, Minneapolis, Philadelphia, St. Louis, San Francisco.





tomer's problem. (Data gathering for this frequently is done wholly or in part by the women sales assistants.)

- Sell the right equipment to solve the problem and fit the customer's continuing needs.
- Provide complete instruction on the use of the equipment to customer's working personnel.
- Assure continuous and immediate maintenance.
- Follow through and follow up with every customer.

Friden gives a lot more than lip service to the marketing truism that making the sale may be the smallest part of the transaction leading to a long-time satisfied customer. Practical evidence is provided by the company's remarkable service organization, its school for its maintenance men, its field service supervisors, and its school for prospects and customers.

The company sold systems. "But we would have fallen on our face without proper service," Samwell emphasizes. "The moment you sell a piece of equipment to a customer, you have a stake in that company. If you are going to keep its personnel sold and sell more in the future, you must

maintain prompt and efficient service."

Unlike some companies, Friden appreciated the importance of service fully, from the start, and spent a lot of money developing a corps of maintenance men who doubled the original calculating machine staff. In this department it was possible to draw rather heavily on the calculator machine men and retrain them as systems men. It was easier to fill their posts in the original division. The company estimates that it costs about \$10,000 before a man can be rated a journeyman in systems.

The service men work out of complete mechanical departments maintained at each of the 150 local offices, all with full stocks of parts and equipment. A staff of field service supervisors travels from office to office keeping the men abreast of changes or bringing them technically up to date. With the never-ending flow of new products and modification of products, service and maintenance actually is one of the most important phases of the marketing sequence and frequently a key to competitive dominance, Friden has found.

A further updating on product application comes from the Educational System Department, which develops material on the application of Friden equipment to specific problems of different businesses and makes this available to local offices.

In advertising, the company concentrates on space media (about \$700,-000 worth), both nationally and locally, in newspapers, businesspapers and magazines primarily of interest to business executives.

Figures quoted at the start of this article spell out the effectiveness of the total program. After five years of its application the Systems Division's volume of business is equal to what the company had achieved for its calculating machine line. It should be emphasized that the latter has not been allowed to slip. Last year the adding and calculating machines' sales were the second largest in Friden history. Samwell considers calculators still his firm's most important single product, with Friden claiming to be the world's largest manufacturer of these machines. But he foresees the systems products as destined to "predominate in importance in the fu-

Asked about persistent and current reports of possible mergers involving Friden, Samwell says that there is no substance to them. "We're going to do our own growing," he comments dryly.



### Ralph Wilson

Ralph L. Wilson, senior vice president, treasurer and a director of Bill Brothers Publications, died on Sunday, July 17, in the Stamford (Conn.) Hospital. He was 49 years old.

Among the Bill Brothers interests with which he was associated were Fast Food, Floor Covering Profits, Modern Tire Dealer, Plastics Technology, Premium Practice, Rubber World, Sales Management, Sales Meetings, Market Statistics, Inc., as well as Bill Brothers Books & Service Division.

Mr. Wilson graduated in 1931 from New York University and became a Certified Public Accountant in 1937. He joined the accounting firm of Ernst & Ernst and in 1940 became Comptroller of Bill Brothers Publications. He was named Treasurer in 1955 and senior vice president in 1957.

Throughout his long association with Bill Brothers his personal example was without parallel to his associates. His every thought and counsel was dedicated to his faith in his associates, Bill Brothers' goals and Bill Brothers' future.

Mr. Wilson is survived by his widaw, Mrs. Gertrude Wilson; three sons, Peter, David and Bruce; a daughter, Elizabeth; his father, Mr. B. Brittain Wilson, Publisher of Rubber World; his mother, Mrs. B. B. Wilson; and two sisters, Mrs. George Goehner and Mrs. John G. Schell.

# MODERN floor coverings

The only national magazine for the entire floor covering industry

Modern Floor Coverings will be the first, the only, national business magazine for the floor covering industry. Floor Covering Profits, which has for so long served the floor covering retailers so well, will change its name with the September issue and serve the whole industry. Why?

Because today's floor covering retailer has interests far beyond his own operation. Today's floor covering retailer is a business man with wide business interests. He is vitally concerned with his **industry** and no longer interested only in his own store's activity.

The great community of interest between manufacturer and wholesaler and between both and the retailer is therefore becoming increasingly important. This wide sweep of the floor covering industry is the area not now served by a responsible business publication and this is the void Modern Floor Coverings will fill. For the first time the industry will have an industry magazine.

The editorial purpose of Modern Floor Coverings is a simple one: to search out, explore and define the trends, developments and problems of the floor covering industry. To fulfill that purpose, Modern Floor Coverings will be the new name, the editorial concept enlarged and the magazine streamlined and re-designed. Modern Floor Coverings will be the most important reading there is for everyone connected with floor coverings and allied products.

MODERN FLOOR COVERINGS · 630 Third Avenue, New York 17, N. Y. · YUkon 6-4800

A BILL BROTHERS PUBLICATION

This new NATIONAL YELLOW PAGES SERVICE can buy our various markets with just one contract...and sell our best prospects

TELL ME MORE !





Ad. Mgr.: Well, now we can buy any combination of over 4,000 Yellow Pages directories all across the country. Make them fit our geographical marketing pattern.

Sales Mgr. But how do we know the right combination of directories to buy?

Ad. Mgr.: The Yellow Pages people will furnish us with all the marketing info we need — which directories cover which markets and so on.

Sales Mgr. And what's this about selling our best prospects?

Ad. Mgr.: Just ask yourself who our best prospects are. The people who are ready to buy — right? And surveys show that 9 out of 10 check the Yellow Pages when they're ready to buy.

Sales MgL Okay - but doesn't it tell only where to buy?

Ad. Mgr.: Not now! This new NYPS lets us put selling ads in Yellow Pages directories — selling ads that reinforce our national advertising.

Sales Mgr. Just one contract covers it all?

Ad. Mgr.: Right. And just one monthly bill, too. Saves plenty of paper work and red tape!

Sales Mgr. I think we ought to buy it.

Ad. Mgr.: Good . . . 'cause it's already in the works!

NEW

ONE CONTACT/ONE CONTRACT/ONE MONTHLY BILL



### SALES PROMOTION IDEA FILE

By LARRY SCHWARTZ, President, Wexton Advertising Agency, New York

### Ad Eyes Wink for Post Cereals

A major breakthrough in their own Vari-Vue process, the plastic-covered pictures that wiggle and eyes that wink, has just been achieved by Pictorial Productions. Until now the largest size in which the wiggle-picture effect could be achieved was 8½ in. by 11 in., which many companies have used for counter cards.

Now Pictorial has found a way to produce substantially larger pictures, suitable for transportation and outdoor advertising, and on ad posters across the country you can see Danny Thomas, Ann Sothern and Betty Hutton winking for Post cereals without mirrors, motors or any mechanical devices. The winking effect is provided by the motion of the viewer walking or driving past, as he sees a scrambled printed image through countless plastic linear lenses that permit one image at a time to come through.

The same process is used to create the illusion of 3D. Lifelike reproductions of dimensional objects appear to contain their natural contours even though they are reproduced on a flat surface. Startling and dramatic trick effects make images appear to float inches in front of the picture.

The applications of this process are endless—products (like eyes on dolls, stuffed toys, plastic character cups), direct mail attachments, point-of-purchase aids, change trays, conversion charts instruction manuals, premiums, souvenirs, greeting cards. For further information about Vari-Vue animations, write to Mrs. Kay Anderson, Pictorial Productions, 60 Kingsbridge Road East, Mt. Vernon, N.Y.

### Transparencies in Two Minutes

Drawings, charts, illustrations, typed materials, tear-sheets, etc., can now be made into transparencies in two minutes, thanks to "diffusion transfer," a process which is used in the Ozalid Projecto-Printer. Original copy is placed face-up on the white exposure stage of the Ozalid unit. A sheet of transferon negative paper is placed on top of the original, and the top of the Projecto-Printer is closed over the material, which is exposed for 25 seconds.

The exposed negative is then removed from the printer, and a sheet of positive, transparent film is placed in contact with the negative paper. Both are fed into the bottom slot of the machine. In 20 seconds the transfer has taken place and the two sheets can be peeled apart.

The resulting transparency can be mounted quickly and placed on any overhead projector for projection on a screen of practically any size. For further information about this process, write to Norman F. Johnston, L. M. Harvey & Co., 601 James St., Syracuse 3, N.Y.

#### Remittance Envelope Ad Tie-ins

The National Envelope Advertising Co. has signed exclusive contracts with leading department stores which permit them to sell advertising on the back of the stores' monthly billing envelopes, monthly remittance envelopes, and to arrange for inserts in the monthly statements that go to the stores' charge customers.

The company claims that sales from



CONTESTS, UNLIMITED PROVIDES OIL WELLS TO OSTRICH FEATHERS AS LOW AS 85% OFF LIST

Sure, it's important to line up the right prizes at the right prices for your next contest. That we do blind-folded.

But what about lining up all the details of your contest—the follow-through, if you will, that will make your contest effort more appealing, more effective, more profitable.

This we do, too, but with our eyes wide open. And we do it all:

Provide prizes \*\*
Process entries
Legal approvals
Delivery of prizes
Obtain celebrities
for drawing and
judging winners
Original contest ideas
TV exposure

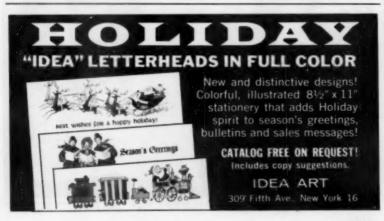
For full details on how to save time, money and your nerves, write today

### Contests Unlimited, Inc.

Dept. 34

1780 Broadway, New York, N. Y. PL 7-9445

\*A partial list of brands available as prizes: Westinghouse, American Motors, Admiral, Puritan Sportswear, Eastman-Kodak, Waterman Pen, Mitchell Reels, Pan-Am Airways, Arpege by Lanvin.







In the Top 20 in Total Retail Sales

Sales grow bigger and faster in the Greensboro metropolitan market — where retail sales have increased a hundred million dollars in just four short years. Schedule your advertising in the only medium with dominant coverage in this market and selling influence in over half of North Carolina.

Greensboro News and Record

Represented by Jann & Kelley, Inc.

vour statement stuffer will increase 50% to 300% when you place an ad on the back of the mailing-out envelope. These envelope ads are guaranteed to run at the same time your statement inserts are scheduled. This becomes a means of guaranteeing that your inserts will be mailed as scheduled. National Envelope Advertising can get permission for you to set up a tie-in counter or aisle display during the period your ad and insert are going out in the mail. If you do not have a schedule of inserts in the billing envelopes of stores, they will arrange same for you.

In like manner, the company arranges for advertising on the back of the remittance envelopes which are enclosed by the stores with their monthly statements. The envelopes are provided free to the store, if the ad is from a regular resource of the store. If the ad is from a non-resource advertiser, such as Time magazine, the store receives a \$2-per-thousand bonus fee in addition.

Your message appears on the flap of the remittance envelope and your order blank is placed on the back of the envelope. Arrangements are made, in the case of non-resource advertisers, for the envelopes to be shipped in bulk, after they are returned, to the client concerned. The stores enjoy extra sales and profits if the advertiser is a supplier, and extra income if he is not a supplier. Makes sense for everyone.

For additional information, write to Donald H. Benjamin, National Envelope Advertising Co., Inc., 1420 Walnut St., Philadelphia 2, Pa.

### Make Your Own Title Slides

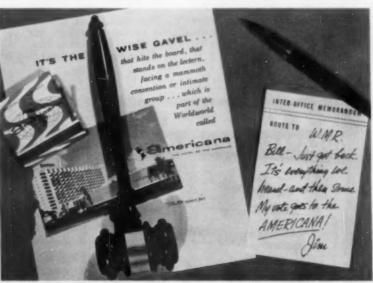
New Profits for You," "Introducing," "Your New Campaign," '- these are but a few of the 35mm. title slides you can now make yourself, with the Graflex Title Slides. Anyone who can write, draw, trace or print can use Title Slides to liven their presentations. Errors can be corrected quickly by erasing, and Title Slides can be used over and over with varying messages.

For sample and further information, contact Sales Dept., Graflex, Inc., Rochester, N.Y.

### Your Trade-mark on a Pen Clip

Ad-Clips is the name given to the plastic molded trade-mark or miniature product that is affixed to the spring-steel clip of a pencil or ballpoint pen. Worn in a man's shirt pocket or jacket pocket, the ad-clips make a bright, attractive reminder of your company or product. Full information and samples available from Irving Nissman, Marvic Advertising Corp., 861 Manhattan Ave., Brooklyn 22, N.Y.

Sales Promotion Idea File is a monthly review of sales-producing tools and ideas designed to stimulate the thinking of salesminded executives. Address contributions to Larry Schwartz, c/o Sales Management, 630 Third Ave., New York 17, N. Y.



"You can save more than half at our newest low rates; and perhaps even more on heavier weights"

-says the Railway Express Eager Beaver



New low rates apply on a large number of commodities—and savings are substantial, up to 60% in some instances. And there's no extra charge for door-to-door delivery within published limits. Keep this in mind when you're shipping or receiving. Call your local Railway Expressman today for details of our Eager-Beaver Service! (You get Eager-Beaver Service when you ship Air Express, too!)

### LET THE EAGER BEAVER DO IT!



### The "best" sales car:

# Leased. Company Car or Employee-Owned?



There is no one answer that holds true for all companies . . . and even the plan that is best for an individual company is bound to be a mixture of good and bad. But there are a number of conditions under which each of the plans will generally work best.

> By A. E. FITZPATRICK Manager, Domestic Fleet Sales Studebaker-Packard Corp.

Putting salesmen on wheels is one of the most perplexing problems faced by the sales manager

It is perplexing because of the inexorable fact that in nearly every selling situation there must be one automobile per salesman. There can be no "cutting back" to achieve savings or juggle budgets. Even more frustrating is the fact that efficiency of operation - the one path to business car economy - is the one area of

vital interest to the sales manager for which he is usually totally untrained.

But trained or not, the sales manager must take this efficiency path or be buried alive by the abnormal rise of fixed business car costs.

The auto industry seems to be especially susceptible to inflationary pressures. From 1954 to 1959, these pressures have driven up the prices of many popular business cars 20% to 30%. This is roughly two to three times as fast as the rise in living costs reflected by the Consumer Price Index. Repair, maintenance, insurance and almost all other car costs increased substantially, too. One indication of this is in rising mileage rates paid by companies to salesmen who drive their own cars. One recent survey shows a 16% jump in just two years, from 7.7 cents per mile in 1957 to 8.9 cents in 1959.

To attempt to control this upward cost spiral, many sales managers are trying a variety of solutions. Some switch to leasing; others to company or individual ownership or a combination of plans. Some are running their cars longer, others are turning them in sooner. Now the compact cars have come along to add even another dimension to the confusion. All too often the sales manager's path to efficiency takes on the appearance of an aimless, wandering search. Over all hangs the fog created by the fact that an inefficient system, if administered

Maye we compared our car cost with those of

Sales Car Operational Checklist	Are we using premium where regular gas will do?
Here are 25 questions about sales car operation.	Have we considered gusoline credit cards as a cost control procedure?
Every sales manager should be able to answer every	Do we audit dealer repair orders?
every answer that is not known represents a gap in knowledge that could be hiding an unnecessary	Do our cars favorably reflect our corporate image?
money lass. And, by the way, it's no answer to know how the company says something should be done—it's	Have we looked at flearmats and seat covers as a way to increase car resale value?
how it is being done that counts.	Are we using the lowest-cost suitable oil?
Do we have a preventive maintenance program, and are our drivers following it?	Have tire lease and rental programs been investi- gated?
Do we rotate tires regularly?	What do we know about self-insurance programs?
Do we follow manufacturers' maintanance sugges-	Do we have a safety program and is it up to date?

Do we fallow manufacturers' maintenance sugges-



well, may actually seem more efficient than a better plan that is poorly

In the course of making a living, we examine fleet operations from coast to coast. After long experience with thousands of companies, it is possible to see certain generalities emerge. We have been able to assemble these generalities in such a way that they do give something of a picture of when each plan should and should not prove to be the best. It is up to the individual sales manager to decide which factors in each plan are most important to him so he can then decide which plan offers the greatest number of important pluses and the most unimportant minuses. With all this firmly in mind, let's first examine employee-owned

### Salesman Ownership

It is estimated that over half of all business cars are owned by the employees who drive them. Direct or indirect mileage payments are made for their use. Methods of payment vary widely and include both fixed and variable allowances based on miles driven per month or year. The way in which the compensation is handled materially affects the cost of the plan as well as company and employee satisfaction.

Because there is no company investment in cars or involvement in insurance, maintenance, purchasing, repair, etc., the plan appears to be eminently workable. But a host of other factors can skyrocket costs of the plan. While it is used by some large companies, it is generally more characteristic of smaller companies or smaller divisions of large companies.

### Employee ownership should be considered if:

- A company lacks capital or credit for buying cars.
  - It is advantageous to release

capital or credit already tied up in company cars.

- There is only short-term or sporadic need for cars.
- Cars travel less than 10,000 miles per year and the mileage rate is reasonable (under 10 cents per mile, less for compact cars).
- High employee turnover leads to lengthy periods of idleness for cars or exceptional abuse of cars.
- Mileage payments are already tied so tightly to the commission structure that switching plans would be extremely difficult.
- Employees outspokenly prefer driving their own cars, and will accept rates that don't penalize the employer.

And here are the drawbacks of employee ownership:

• Employees may come to regard their cars as sources of extra income, thus making it unnecessarily difficult for the company to change systems

other companies like ours?  Is our mileage-rate payment to employees fair?  Have we investigated automobile leasing programs completely and without bias?	Do we consider total cost—what we'll have to pay for operation, service and repairs when deciding the make and model to be purchased or do we buy the make on which we get the lowest bid?
Do we know the best time of year to trade cars for best resale value?	ls an engine governor practical for our cars?
Do we buy cars of a color that helps resale?  Have we looked at our trade-in program recently?  (There may be a botter way.)	Have we analyzed cost of outside dealer mainte- nance vs. our ewn shop maintenance (or vice versa)?
Do we consider the driver, the terrain, and the driving conditions when we specify make, model and optional equipment?	Would we be money ahead to keep our cars longer, or replace them sooner?
Are we buying optional equipment that gives the best resale value?	Should we operate various segments of our fleet under different plans, or is one plan best for the whole fleet?



The total area of New York State looks like this

It's the SYRACUSE MARKET PLACE... ALL OF IT!

It's delivered only one, effective, low cost way . . .

#### The SYRACUSE NEWSPAPERS

This whole vital Syracuse Market has to be in your ad plan! Get the details—Circulation, influence pawer, and full market measurement from Moloney, Regan &



### The SYRACUSE NEWSPAPERS

The Herald-Journal (evening)
The Post-Standard (morning)
The Post-Standard and Herald-American
(Sunday)

#### Sound Off . . .

Much of Sales Management's editorial planning is ignited by subscribers themselves, through their letters-to-the-editors. We welcome not only your reaction to SM articles, but invite you to tell us what subjects you'd like to see us

if future conditions demand it.

- Employee's costs are generally high. They are unable to take advantage of volume buying, seldom operate cars in the most economical way. This creates pressure for high mileage payments.
- When buying a car, employees often let personal considerations outweigh business needs, then expect payments to cover the resulting

unnecessarily expensive automobile.

- Mileage payment provides an incentive to accumulate excess mileage.
- To require employees to own suitable cars often limits choice of prospective salesmen or burdens new employees with the cost of purchasing a new car at a time when other expenses may be high.
  - · Sometimes high mileage pay-



### Salesman from South Bend

Compact, Los Angeles-born Allan E. Fitzpatrick is 33 years old. He has been in the automobile business for ten years, half of it with Studebaker. Since 1957 he has managed Studebaker's fleet sales.

Automobiles are his existence and the Lark is his life. With Fitzpatrick present, every topic of conversation, no matter how far afield it may begin, invariably seems to wind up centering about the Lark.

In spite of this devotion, Mr. Fitzpatrick was kind enough to write this completely unbiased view of fleet management. Actually, the type of fleet plan used by a company makes very little difference to him—Larks work equally well under all three. And, as local dealers write all orders, for both fleets and individuals, Mr. Fitzpatrick is not tempted to play favorites among the three sales car plans.

Actually, Mr. Fitzpatrick's motives in preparing this story were not completely altruistic. "In the first place," he says, "if a sales manager doesn't know the facts about his sales cars, there's nothing for him to compare with the Lark. Secondly, like everyone else, we want satisfied customers—and even the Lark won't make a bad plan operate satisfactorily."

THE HOUSTON POST **GIVES YOU** 15.935 MORE TOTAL DAILY CIRCULATION 5.611 MORE TOTAL SUNDAY CIRCULATION THAN HOUSTON'S 2ND NEWSPAPER AT NO EXTRA COST!

### THE HOUSTON POST

Houston's largest newspaper in total daily and Sunday circulation Represented nationally by Moloney, Regan & Schmitt Advance Census figures show Houston is 6th LARGEST CITY in U.S. POST DAILY 215,063 (Mon. Sat. 6-day average)
Chronicle DAILY 199,128 (Mon. Fri. 5-day average)
Press DAILY 102,590 (Mon. Fri. 5-day average)
(Mon. Fri. 5-day average)

Press DAILY 102,590 (Mon. Fri. 5-day average)



### TULSA'S new \$35,000,000.00 AIR TERMINAL

This new project will not only mean greater payrolls and construction, but puts Tulsa ahead of most mid-western cities for the jet age. For real response to your advertising, select bustling, vital TULSA, one of the TOP FIFTY markets in the U.S.! Remember, you're not "in" Oklehome, unless you're in Tulse.

For More Business, Use the Oil Capital Newspapers

TULSA WORLD
TULSA TRIBUNE
MORNING SUNDAY

Represented Nationally by The Branham Co. Offices in Principal U.S.A. Cities



ments are regarded as something of a bonus to salesmen who make the most calls, although they may not be the men who deserve rewards.

Mileage payments are a constant source of friction between company and employee and among employees themselves. Knowledge of other employees who receive higher payments or other companies that pay higher rates often causes discontent.

#### The Leased Fleet

It is necessary to discuss leasing in somewhat more detail than company or employee car ownership because of the variety of leasing plans available.

The great growth of leasing since the end of World War II appears to have come from two features of the system. In a period of rapid economic growth, leasing (for a cost premium) allowed companies to free capital for other uses. It also offered such tempting conveniences as pre-budgeted transportation expenses and freedom from many time-consuming details of car operation.

Recently, the competition in the growing leasing business has forced rates down, thus making them attractive to a wider variety of companies. Still, leasing is not always more or less expensive than other plans. It depends on the setup of the company concerned and the types of leasing

plans available.

Essentially, there are two types of leases: fixed-cost or "maintenance" leases and variable-cost or "net" leases. The maintenance lease typically includes repair, maintenance and insurance. With a net lease, one or more of these services is omitted, and the rate is lowered correspondingly. Often the company using the fleet may be able to supply the omitted services more cheaply (by self-insuring, for example) or may wish to preserve a relationship with a customer who might, for example, make maintenance equipment.

In fixing a rate, the leasing company must consider: fixed costs, such as cost of car, interest on financing, licenses and overhead; semi-fixed costs, such as maintenance and insurance; and real variables, such as turn-in value of the car at the end of the leasing period. As the costs become more variable, more padding is added to the rate to insure a profit. The more costs a business is willing to assume from the leasing company, of course, the lower the rate; and the more speculative the nature of these costs, the faster the rate drops.

One more type of lease exists: fleet management. Under this plan, the client company provides the cash or credit to buy the fleet and assumes all its costs on a net basis. In addition, it pays a leasing company (or other professional) to buy, manage and trade the fleet. Often this type of plan is used in connection with an equipment trust.

Other factors which influence a leasing rate include: car make and model, mileage driven, terrain traveled, type of load carried, optional equipment, and month in the model-year in which the cars are leased.

### Leasing should be considered if:

- It is desirable to free capital now invested in a fleet.
- It is now impossible to achieve adequate servicing, so salesmen don't always have a car in good condition to drive.
- Pre-budgeted transportation costs are required.
- It is inconvenient or too difficult to control car costs efficiently, handle other details of fleet operation.
- The fleet is too small (usually under 40 cars) to merit a full-time professional manager.
- Adequate tax records cannot be kept to ensure maximum deductions for business-car use.
- Cars are driven more than 12,-000 miles per year.
- Cars are operated for less than 24 months.
- Cars are not subject to periods of idleness.
- High mileage rates are paid to employees for use of their cars.

It is often extremely difficult to make a practical comparison of company-owned and leased fleet costs. Direct costs can often be determined but others, such as administrative expenses, are usually difficult to calculate. This is especially true if certain personnel devote only part time to processing fleet invoices, correspondence, expense accounts and the like.

Essentially, the leasing company has to cover, in addition to the automobiles themselves: sales expense, administration, overhead and profit. In operation of its own fleet, the ordinary business has both administration and overhead. If a fleet is leased, these costs may go down, but seldom do they disappear. Personnel who worked only part of their time on fleet affairs are still on the payroll; garages are still in use; other hard-to-define costs still exist.

On the other side of the coin is the fact that while the fleet user is still paying for the leasing company's operating expenses and profit, the leasing company is a "pro." Its costs are

### "Must" reading at the Santa Fe



R. D. Shelton, Assistant Vice President, Operations, Atchison, Topeka & Santa Fe

# "Railway Age... newspaper of the railroad world"

As Mr. Shelton also says, "It has long been a source to which I have looked for current information on development of new ideas and for information on what other railroads are doing."

Railway Age helps executives develop new ideas—keep pace with competition. It is the up-to-the-minute management weekly railroad executives pay to read.

Mr. Shelton's business-reading custom is shared by an overwhelming majority of railroad executives—96% of the presidents, 97% of the chief operating officers, 87% of the chief purchasing officers—the

decision makers, those who most influence the purchase of your product.

# RAILWAY AGE











The Simmons-Boardman Railway Group includes these 4 monthlies, each pin-pointed to a different prospect-group within the industry: a Lacanotives and Cars a Track and Structures o Signaling and Communications o Porchiser

Simmons-Boardman Railway Publications, 30 Church St., New York 7, N. Y.



Our business is to read the daily papers-for you.

Ours is a unique service, the only one of its kind in the world. No job too small or too large for us to handle with accuracy and promptness.

Merchandisers have been using ACB Research Services for 40 years. More than 1100 firms used one or more of the 14 services last year. Costs start at \$20 a month. A typical ACB Service is briefly described below.

### UNDUPLICATED ADVERTISING SERVICE

You tell ACB what product or field you are interested in. Then ACB sends you the advertisements that have news value for you. You learn such things as: . . . when a new advertiser starts . . . new uses . . . new copy appeals . . . new substitutes being offered to replace your products . . . test campaigns by competitors . . . new selling approaches such as premiums and deals. This ACB Research Service is called "unduplicated" because you get the same advertisement but once no matter in how many places it appears.

Like all ACB service you can cover all 1,393 U. S. cities in which daily newspapers are published, or, restrict coverage as much as you wish. Service can be continuous or periodic as desired.

### ACB WANTS YOU TO HAVE ITS BIG CATALOG

Last year, ACB spent a lot of time in the preparation of a book (or catalog) telling about the different ACB services. It's now ready to send you. We ordered enough so everybody who wants one can have one. So when your boss or your "associate" sees your copy and wonders if he could get one, the answer is yes.

The big ACB Catalog has a lot of information you'll want and can use regardless of whether you ever order an ACB Service or not. Contains many, many case histories of how others have made ACB Services contribute to business success. Rates are quoted on many services.

In this big ACB Catalog is a directory of every U. S. daily newspaper published; and valuable tables reprinted from the U.S. Census of Retail Trade.



### ACB SERVICE OFFICES

353 Park Ave. South . 18 S. Michigan Avenue . 20 South Third Street .

Chicago 3 Columbus 15

New York 10

161 Jefferson Avenue • 51 First Street

Memphis 3

· San Francisco 5

probably less than the customer's would be because its operation is streamlined. It knows the secrets of the trade and can often buy and sell more favorably than the fleet user

### Company Ownership

A company-owned fleet managed by a professional is probably the most economical system under ideal conditions. Benefits of volume dealing are a major advantage over individual ownership and the absence of need to make a profit creates an advantage over leasing. Unfortunately, it doesn't always work out this way. The reasons are varied, but here are two of the biggest: Efficient management is uneconomical with a small fleet, and company policy may work at cross purposes with efficiency in the larger fleets (for example, cost-cutting drives can defer proper maintenance or replacement programs; reciprocal deals with customers can raise costs).

Company ownership should be considered if:

· The fleet is large enough.

 The company is well financed with ample reserves or with access to credit which carries a relatively low rate of interest.

· Cars are operated 12,000 to 20,-000 miles per year . . . or at very high mileages, such as 50,000 miles per year.

· Cars are specially painted or

equipped.

· Cars are operated longer than normal leasing periods (24 or 36 months).

· Cars are not subject to periods of idleness.

· High mileage rates are paid to employees for their cars.

Many of the points for leasing and company ownership are the same. Unlike individual employee ownership, they have few separate and distinct disadvantages. Indeed, most of the factors governing choice between them hang on whether or not the company is able (by dint of fleet size and usage) and willing to maintain a topnotch, efficient fleet operating system.

For related reading on the subject of salexmen's cars and expenses, a reprint of an article which appeared in SM, 10/16/59, "Brake on Auto Costs: '59 Increase is Slight," which carries a breakdown on standard automobile allowances, is available. Price: 25 cents. Write: Readers' Service Bureau, Sales Management, 630 Third Ave., New York 17, N.Y.

Have marvelous facilities, will arrange ideal convention

Wire: Jim Stahlbaum



# Sheraton-Palace Hotel San Francisco

A world-famous hotel located in the heart of one of America's most cosmopolitan cities — what better spot for your next convention. Home of the new Tudor Room at the Palace Corner, the world-famous Pied Piper Bar and the fabled Garden Court, the Sheraton-Palace has been host to Kings and Presidents in its illustrious history. It would be glad to accord the same royal, unexcelled service to your next convention. Facilities are many and flexible — see how they fit your needs:

All in all, the Sheraton-Palace has twenty-one conveniently arranged function rooms with prime exhibit space and equipment, such as public address systems, movie screen and podiums — yours for the asking.

For further details write Mr. James Stahlbaum, Sales Manager, Sheraton-Palace, San Francisco or Mr. Paul Mangan, National Convention Manager, Sheraton Hotels, 2660 Connecticut Avenue, NW, Washington, D.C.

	MAIN	FLOO	R	
Room	Size	Banquet	Dinner Dance	Meeting
Garden Court (By special arrangement)	106 x 58	950	700	
Rose Room	106 x 46	500	350	670
Concert Room (Rose and Concert	88 x 32	270	170	400
Rooms)		(900)	(600)	
Gold Ballroom	96 x 50	520	380	700
Sheraton Grill	108 x 48	500	350	670
Parlor A	38 x 22	90		120
Parlor B	16 x 22	25		40
S	EÇON	D FLC	OR	
Comstock	66 x 29	190	100	275
California	22 x 40	90	64	126
English	34 x 22	50	30	100
French Parlor				
Upper	59 x 21	100		125
Lower	44 x 19	90		100
Royal Suite		20		
(260-2-4)			lity use -	
251	15 x 20			46
253	16 x 18			45
285	46 x 21			126
281	15 x 16	14		20
256	32 x 14	50		75
261	14 x 15	12		18
257	30 x 15	45		75

SHERATON HOTELS - Coast to coast in the U.S.A., in Hawaii and in Canada

#### **Heavy Construction Market**

Contractors make up half of this \$2-billion market, but the bulk of contractor purchases are made by the smaller firms, both in volume bought per employee and in percentage of total purchases. Firms with less than 50 workers, who make up only onethird of all employment in the heavy industry group, buy almost two-thirds of all equipment sold to contractors. These facts are disclosed in a report of a new survey of the industry. It covers more than 2,000 contractors, municipalities, counties, utilities, mines, loggers and other buyers of construction equipment. There are data on patterns in purchase and own-ership of heavy equipment, a detailed breakdown of individual types of equipment owned by all classes of construction firms, Government units and industrial organizations - which permit construction machinery manufacturers to pinpoint marketing programs. Write Richard M. Smith, Promotion Manager, Construction Equipment, Dept. SM, 205 E. 42nd St., New York 17.



### **Providence Consumer Analysis**

The first Consumer Analysis report for Providence, and the only one in the New England area. It is based on a sample of 2,869 households in ABC Providence, and covers brand preferences for more than 100 products in the areas of foods, drugs, toiletries, beverages, homes and appliances, automotive, and general. In addition, there are data on consumer shopping habits, family composition, home ownership, travel and vacation plans, employment and income. Write Charles Davis, Sales Manager, The Providence Journal-Bulletin, Dept. SM, Providence, R.I.

#### **Consumer Magazines**

A résumé of general sources of information about consumer magazines: circulation; advertising volume; mechanical specifications, sales, costs; readership characteristics; marketing information; advertisement ratings; miscellaneous. Some of the informa-tion provided by several services listed is based on circulation audits, or represents actual measurements of advertising space, or factual statements of procedure and mechanical details. With certain of the other sources listed, however, the information is based on audience sampling, projected techniques, or subjective analysis. Write Dept. SM, Magazine Publishers Assn., 444 Madison Ave., New York 22, N.Y.



This compact, easily handled, easily shown kit is designed to permit the on-the-spot sampling that builds sales. Designed by The S. K. Smith Company for Standard Screw Company, it furnishes an impressive setting for a distinguished product. . . . Stanscrew Fasteners.

For assistance in developing your sales-aids, call upon your nearest S. K. Smith Company sales offices.

Illustrated Literature Available on Request

### THE S. K. SMITH COMPANY

CREATORS OF SALES AIDS FOR MORE THAN FORTY YEARS
2857 NORTH WESTERN AVENUE, CHICAGO 18, ILLINOIS
OFFICES IN LOS ANGELES, CLEVELAND, AND NEW YORK





"YOU'RE RIGHT, FRANK . . . POLO PLASTICS DOES HAVE THE ANSWER" In the design and fabrication of flexible film vinyl plastics — such as premiums, ad specialties, components and packaging — Polo Plastics is yet to be baffled. Polo designers and production engineers do things with flexible film vinyl that meet the highest standards. They can stitch \_ zip \_ sew \_ hem \_ weld \_ snap \_ print \_ in any size or shape, in an array of colors, gauges and textures. Whether your problem is unique or simple, depend on the versatility and practical know-how, of Polo Plastics. \_ Dept. D

SEND US YOUR PROBLEM OR SPECIFICATIONS FOR ANALYSIS, ESTIMATE AND SAMPLE SWATCH BOOK.



POLO plastics co.



"Are you selling something?"

If you are (and who isn't), you have problems.

Maybe you need forecasts of industry or company sales, some help in setting sales quotas, or perhaps you need to know the best locations for new retail outlets. Whatever the problem may be, the chances are that Market Statistics, Inc., which does the estimating and researching for Sales Management's authoritative Survey of Buying Power, can help you. In many cases, we already have the answers and when we don't we can get them, whether it be smoothing out the weak spots in your distribution, where to pick a new distributor, or determine your share of the total market.

Have market problems? We can probably help.

MARKET STATISTICS, Inc. A Division of Bill Brothers Publications
New York 17 . YUkon 6-8557

# Newspapers Draw Same

When you hear the telecasters talk about their "\$3-billion medium" by 1964, you may get the impression that the pickin's for print media are going to be poor indeed.

TV, of course, has basis for bragging: In just a dozen years advertisers' annual expenditures in this medium have shot up from near zero

to \$1.233 billion.

The \$627.3 million which advertisers put into network TV alone in 1959 was half again as much as the combined total of all national advertising in newspapers, magazines, network radio and farm publications in 1939. Many national advertisers also contributed substantially to last year's \$605.6 million in spot TV.

The biggest advertisers have tended most strongly toward TV. In 1959, among the 25 largest advertisers in eight media (the others being newspapers, general magazines, farm and business publications, spot radio and outdoor) 16 spent more than half of their money in network and spot television. In fact, nine of these leaders, with individual budgets of \$19 million

and more for all eight media, put three-fourths and more into TV.

These nine, by size of total expenditure, were: Procter & Gamble, Lever Brothers, American Home Products, Colgate-Palmolive, Bristol-Myers, Philip Morris, Brown & Williamson, Gillette, and Miles Laboratories.

Yet, despite their alleged "stampede" to TV, big advertisers have also shown long and strong loyalty to print media.

Take newspapers, for example.

Between 1939 and 1959 a lot of things happened to the world, to America and the nature and tempo of our economy. There were two big hot wars and a continuing cold one. Some new industries came into being and thrived, to alter our living and economic standings. Among them were new chemicals and plastics and drugs, jet planes and missiles, nuclear power and electronics. Just one branch of electronics is television.

But when you look at a Bureau of Advertising list of leading advertisers in newspapers in 1939, and compare it with the B of A's leaders' list for 1959, you find that most of them stayed and grew with newspapers. In these 20 years:

- 1. Total volume of national advertising in daily newspapers multiplied four and a half times—from \$169 million to \$773 million.
- 2. Combined newspapers expenditures of the top 25 advertisers also multiplied more than four times from \$54.2 million to \$225.3 million.
- 3. Fifteen of the 25 leaders two decades ago were in the top 25 of 1959. (A 16th, Frankfort Distilleries, has since merged with Seagram, which steadily has ranked among the 25.) The 15-by 1939 ranking—were: General Motors, Reynolds Tobacco, Chrysler, Procter & Gamble, Ford, Lever Brothers, Schenley, National Distillers, Colgate-Palmolive, Kellogg, Seagram, General Foods, National Dairy, Nash-Kelvinator (now American Motors), and General Electric.
- 4. Eight others in the leading 25 of 1939 were among the 100 largest

### Then and Now - the 25 Largest National

193	In Millions of Do	llars		
1.	General Motors	9.1	14. National Biscuit (a)	1.2
2.	R. J. Reynolds	5.1	15. H. J. Heinz (a)	1.2
3.	Liggett & Myers (a)	4.9	16. Distillers-Seagrams	1.2
4.	Chrysler Corp.	3.2	17. Studebaker (a)	1.1
5.	Procter & Gamble	3.1	18. Standard Brands (a)	1.0
6.	Ford Motor	3.0	19. General Foods	1.0
7.	Lever Brothers	2.9	20. Frankfort Distilleries (c)	1.0
8.	Schenley Industries	2.3	21. Curtis Publishing (a)	1.0
9.	National Distillers	2.1	22. Standard Oil (Ind.) (a)	.9
10.	Colgate-Palmolive	2.1	23. National Dairy	.9
11.	Coca-Cola (b)	1.6	24. Nash-Kelvinator (Amer. Motors)	.9
12.	Kellogg	1.3	25. General Electric	.8
13.	Sterling Drug (a)	1.3	_	
			TOTALS	54.2

(a) Not in top 25 but in top 100 for 1959.

(b) Not in top 100 for 1959.

(c) Acquired by Distillers Corp.-Seagrams.

# **Big Advertisers**

newspaper advertisers of 1959. The only one of the "old 25" to drop below 100 was Coca-Cola. The eight others that stayed among the 100 leaders were: Liggett & Myers Tobacco, Sterling Drug, National Biscuit, Heinz, Studebaker, Standard Brands, Curtis Publishing, and Standard Oil (Ind.).

In fact, at least 52 among the prewar 100 leading newspaper advertisers make the current 100 leaders' list.

6. And actually, because a number of 1939 leaders were merged into 1959 leaders, it appears that about two-thirds of advertisers who bet big on newspapers then continue to bet much bigger now, to build advertising and sales standings.

Whereas it cost a mere \$800,000 to rank among the top 25 in newspapers in 1939, the minimum tab today is \$3.8 million. General Motors, for example, No. 1 on both lists, spent \$9.1 million in the dailies two decades ago and \$38.6 million in 1959. (In this period GM's sales soared from \$1.3

billion to last year's \$11.2 billion.)

Among the 25 major prewar customers of the dailies that have since expanded expenditures in this medium sixfold, or more, were: Ford, Chrysler, Seagram, General Foods, National Dairy, American Motors, and General Electric.

The eleven newcomers among the 1959 leaders were: American Tobacco, advancing from No. 28 two decades ago to No. 6; General Mills, from 40th to 13th; Quaker Oats, from 33rd to 22nd, and Borden, from 48th to 25th—plus Lorillard Tobacco, Pillsbury, Philip Morris, Campbell Soup, Eastern Air Lines, American Home Products, and Kellogg, which were not ranked among the first 100 of 1939.

Among the 48 leading 1939 advertisers that disappeared from the 1959 top 100 were 11 which were merged with other companies. Of the 11, nine became part of companies which continue in the 100 of 1959: Frankfort and Browne Vintners were merged with Seagram; Hudson went in with Nash to form American Mo-

tors and Packard joined Studebaker. Hecker Products (cereal) became part of Best Foods, which in turn merged with Corn Products. Somerset Imports was taken over by Renfield Importers. Park & Tilford moved in with Schenley; Emerson Drug with Warner-Lambert, and Pepsodent with Lever Bros.

The only two among the merged or altered 11 to drop out of the 100 leaders' group were Continental Distilling (Publicker), and Servel, Inc., which found rough going in gas refrigerators.

One group which disappeared en masse from the 100 leading advertisers was the railroads. In 1939 the newspapers counted six of them among their favorite customers: the Pennsylvania, Santa Fe, Southern Pacific, New York Central, Chicago & North Western, and the Burlington.

Two advertisers which ranked in the B of A 100 two decades ago were rather local utilities: Consolidated Edison of New York and New York Telephone Co.

Nine drug-cosmetic firms (including Doan's pills, S.S.S. and Lydia Pinkham's female compound) fell out. But five others in this industry moved up into the current 100 leaders. Three food companies which slipped in newspapers were replaced by eight-including such new advertisers as Derby Foods and Minute Maid and such established giants as Pillsbury, Campbell, Carnation, and Libby.

(Continued on next page)

### Advertisers in Daily and Sunday Newspapers

195	in Millions of D	Pollars			
1.	General Motors	38.6	14. Le	ever Brothers	6.9
2.	Ford Motor	19.7	15. P.	Lorillard (e)	6.8
3.	Chrysler Corp.	17.1	16. N	lational Dairy	6.6
4.	General Foods	13.8	17. P	rocter & Gamble	6.2
5.	Distillers-Seagrams	11.3	18. Pi	illsbury (e)	5.3
6.	American Tobacco	9.2	19. P	hilip Morris (e)	4.9
7.	American Motors (d)	8.5	20. C	ampbell Soup (e)	4.9
8.	R. J. Reynolds	8.1	21. E	astern Air Lines (e)	4.2
9.	National Distillers	8.0	22. Q	Puaker Cats (d)	4.0
10.	Schenley Industries	7.6	23. A	mer. Home Products (e)	4.0
11.	General Electric	7.6	24. K	(ellogg (e)	3.9
12.	Colgate-Palmolive	7.3	25. B	orden (d)	3.8
13.	General Mills (d)	7.0			
				TOTAL	\$225.3

(d) Not in top 25 but in top 100 for 1939.

(e) Not in top 100 for 1939.



Three cigar makers moved down or out—General, Bayuk and GHP—while Philip Morris and Consolidated Cigar moved in and up in the 100.

Among harder beverages, 1939 leaders Ballantine and Pabst were replaced by Brown-Forman, Heublein and Glenmore. But five softer beverage promoters – Coca-Cola, Lipton, Tea Bureau, Hill Brothers coffee and Canada Dry—were not replaced. In electronics, zooming Zenith and Whirlpool (the latter developing its own brand only in the last decade) succeeded declining Philco.

A quick picture of what has happened to long distance passenger transportation may be drawn from these facts: No railroad today is a "leading advertiser"—in any consumer medium. Yet, in newspapers alone, nine of the 13 American flag trunk carriers (including Pan Am) are among the 100 largest advertisers. Even nearbankrupt Capital makes this grade. The four not in the newspapers' top 100 list are Braniff, Northeast, Northwest and Western. Greyhound bus has been a "leader" for 20 years.

▶ Some oil companies — Conoco, Standard (Ohio) and Tidewater—have slipped, newspaperwise, in these two decades. But the Standards of New Jersey and Indiana, Socony Mobil, Shell, Phillips, and Sunoco have more than made up for the loss.

In "communications," two which declined in rank in newspaper expenditure—William H. Wise & Co. and the Chicago Tribune—have been succeeded by five: Doubleday, CBS, RCA, Reader's Digest and Time Inc. After 20 years, Curtis continues to spend more in newspapers than any of these except Doubleday.

CBS in 1959 stepped up newspaper expenditures 201.9% to \$2.1 million, and RCA (NBC) increased 55.7% to \$1.8 million.

After long absence, Wrigley returned heavily to newspapers. Though Prudential, the No. 2 insurance contender, is spending heavily in network TV, it also put \$1.9 million in newspapers in 1959. New York Life (No. 3) last year increased newspaper expenditures 797.7%. Another major insurance account of newspapers is the postwar program of Institute of Life Insurance.

Meanwhile, Goodyear and Goodrich have joined Firestone—rubber's sole major contender in newspapers in 1939. American Home Products has emerged as a \$4-million newspaper advertiser, and Du Pont now rates among the elite 100, with \$1.8 million. So, now, do two waxers: Simoniz, with \$1.7 million, and Beacon, \$1.3 million.



### the lucky (?) winner

Avoid unwanted duplications! You can put real "incentive" back in your sales contests; Select-A-Gift—the famous prestige gift plan allows the winner to select his own gift from an extensive array of America's most wanted gift items. (His family gets in on the fun of selecting, too.) With Select-A-Gift, you control the price range (\$2 and up). Winners receive handsome presentation cards and full-color booklets—custom tailored to your program—picturing and describing their gift selections.

More and more businesses are finding Select-A-Gift the ideal—and most appreciated answer for:

Service Awards
Sales Incentives
(Merchandise and Travel)

Birthday Programs Gifts

Write today on your letterhead for complete details.

Markette American

Select: A.Gift®

Department A 1st Avenue North at 13th St. Birmingham 3, Alabama Telephone: FAirfax 3-6351

# Still Growing

TROY ABC

LOW RATE: ONLY 22¢ LINE

THE TROY RECORD : RECORD

### BIGGER MARKET

City Zone Population (Troy, Watervliet, Cohoes, Green Island, Waterford, Latham, Pleasantdale, Wynantskill and Brunswick.) . . . . . . . 136,300 . . . . . . UP 3,900.

Total Households 40,100 . . . UP 1,100.

Total Market Population in FIVE COUNTIES 254,000.

Total Households 73,00

### HIGHER VOLUME

Total Effective City Zone Buying Income \$275,471,000 . . . UP \$21,933,000.

City Zone Income per Household . . . \$6,869 UP \$368 (\$483 over national average)

CIRCULATION 47,701.

Per Cent of City Zone Coverage . . 97%
Per Cent of

Total Market Coverage 75%

ROP COLOR AYANABLE DAILY

### Don't Stub Your Toe On That Next New Product

### Watch Out For Four Big Pitfalls in Product Planning

(Continued from page 35)

course of corporate product development activities.

To illustrate with one quick example: A midwest manufacturer snapped at the chance to buy the blue-prints for a revolutionary outboard motor, sank \$6 million into its development, then found that the company's traditional distribution structure and marketing skills were inadequate for successful marketing of the product and too ingrained to be changed.

Basic to product development planning is a cold, objective inspection of "what are we good at?" and "in what

are we deficient?"

To get the answers, the management of one company—including the v-p's of marketing, manufacturing, engineering, finance, and personnel—got together to list the strengths and weaknesses of each department. It was a soul-searching experience, but at its conclusion a major piece of the blueprint for product development had been filled in.

The management had in its hands one of the basic checklists for evaluating the worth of a product idea. The top executives immediately culled out of a list of product ideas they had been toying with for months the following:

- Two projects requiring the kind of basic research which they were neither equipped to perform nor willing to invest in.
- Four projects which required a high degree of worker skill in manufacturing, which was unavailable.

They put on the agenda for active discussion only those projects which passed the tests of compatibility with the company's strengths in marketing, design, manufacturing, financial capability, and personnel skills.

### Pitfall #3: Failure to generate new product ideas.

This is usually the result (in a fairly large company) of not nurturing potential sources of ideas. This default can, in turn, be charged to lack of knowledge of the idea sources and to lack of planning for their development.

There is no one best source for ideas—all have their advantages and drawbacks. Sales departments have valuable knowledge of customer needs,

30%	Sales Department
25%	Applied RED
20%	Market Research
25%	Taiel of Other Sources

get inquiries from customers and prospects, and are quickly alerted to advantages of competitors' products; but they are overly optimistic at times and are usually not trained to judge factors beyond the selling side of the business. Research and development departments are normally charged specifically with development of new ideas; but most R&D people aren't being paid for their marketing judgment.

The manager of sales planning of one large firm recently disclosed that a study of new product ideas had shown the following sources: sales departments – 30%; applied R&D – 25%; market research studies – 20%; and 5% each from manufacturing, basic research, purchasing, customers, and outside inventors.

Bear in mind that this list doesn't rank the quality of the ideas. One from an investment banker, top engineer, or marketing v-p may be more valuable than 100 from the more usual sources, even though the odds

are heavily against it.

The care and feeding of idea-generators varies with every firm. Unsolicited ideas are not usually expected to be important. They also present problems in terms of payments and patents. Inside sources may be handled in many ways but, in general, the company should:

- Have a formal system for submission of ideas—a central "desk" to which ideas are funneled.
- Make sure all ideas are processed properly and the innovator informed as to the status of his idea, and, if it is rejected, the reason.
- Publicize successful new ideas within the company ranks—and use the new product to encourage more ideas.

### Pitfall #4: Failure to evaluate product ideas.

There are many yardsticks used to measure the worth of product ideas. Yet, there are a distressing number of companies which either use none, or use unsound criteria, or try to be so specific in advance that they miss out on exciting new possibilities.

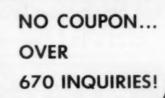
The criteria used should include distribution capabilities, availability of raw materials, packaging, return on investment—and many other equally important factors. There are certain standard criteria which almost any company should include; others are specific to a single company.

There is however, one item which is often overlooked, or improperly interpreted. This is consideration of the product's stage of development in relation to the "life cycle" of products with which it will compete.

Briefly, the life cycle of almost any product follows these stages:

- Introduction phase, where costs are high and profits often low.
- Growth phase, into which the product emerges as soon as it has developed marked acceptance, and sales and profits are on the upswing.
- Competitive phase, when profits and prices are stabilizing, new competition enters the field, and the sales curve is leveling off or declining.
- Obsolescence phase, when the market has been overstayed with an old product, and sales and profits are heading decidedly down, despite intense sales efforts.
- Drop-out phase, when it is time to bid farewell to a good moneymaker which has run its course. Only sentiment keeps these burned-out products in the catalogue. And sentiment and profits are poor bedfellows.

Sound planning for product development requires that a potential product must be considered in the light of the current stage of the life cycle of the products with which it must compete. The length of time available





HALOID XEROX INC. . ROCHESTER 3, NEW YORK

XEROX® PRODUCTS FOR XEROGRAPHY . NEGATIVE MATERIALS FOR THE GRAPHIC ARTS
PHOTOGRAPHIC PAPER . PHOTOCOPY PAPER . PHOTOCOPY MACHINES . PHOTOCOPY CHEMICALS

Mr. Walter Dietzer The Wall Street Journal 304 Triangle Building Rochester, New York

May 6, 1960

Dear Mr. Dietzer:

You will be interested to know of the effectiveness of our one page black and white advertisement which appeared in the March 9 issue of "The Wall Street Journal". This advertisement concerned our new XeroX 914 Office Copier.

As of today, over 670 inquiries have been received from top management people in business, industry and government. Our advertisement did not carry a coupon, therefore, all inquiries were on company letterhead and signed personally by the executives. A great many of those who responded to the advertisement requested direct action on the part of our sales-

The inquiries received from "Wall Street Journal" readers represent, to us, a prime, immediate market. Even more gratifying, a significant number of conversions to sales has been made.

"The Wall Street Journal" plays an important part in our media program and we are immensely pleased to report on the effectiveness of our advertisement in your publication.

Sincerely yours,

HALOID XEROX INC.

William N. Hesketh

Manager of Advertising and Sales Promotion

WNH:gl

BRANCH OFFICES

DENVER COLO

DETECHT, MIC

LOS ANGELES, CALIF

NEW YORK, N. Y.

PHILADELPHIA PA

PITTSBURGH, PA.

ANADA MAIOO MACA OF CANADA LIMITED ENGLAND

ENGLAND RANK STRUK LIMITE

### THE WALL STREET JOURNAL

**Advertising Sales Offices:** 

ATLANTA · BIRMINGHAM · BOSTON · CHICAGO · CINCINNATI · CLEVELAND · DALLAS · DETROIT · HOUSTON KANSAS CITY · LOS ANGELES · MIAMI · MINNEAPOLIS · MILWAUKEE · NEW YORK CITY · PHILADELPHIA PITTSBURGH · ROCHESTER · SAN FRANCISCO · ST. LOUIS · SEATTLE · WASHINGTON, D. C.

93

# Don't Stub Your Toe On That Next New Product

(Continued

to recoup investment is based on forecasts of this cycle.

In addition, all of the company's products must be under regular surveillance as to their progress through their individual cycles—and the overall mix of products maintained on a balanced basis. Ideally, there is always a certain percentage of products starting the introduction phase, a majority in full flower, and a certain percentage in the drop-out phase, each with forecast sales and profit potentials which add up to the company's over-all targets for sales and profits.

This is a fairly sophisticated concept which many companies feel to be beyond their capabilities to achieve. Yet it is simple enough if the need for building planning into each step of product development is recognized and programmed to meet each company's particular development needs.

### Why Did This Sales Plan Lay an Egg?

(Continued from page 37)

lacked adequate technical training and product application data to sell the product, they were not inclined to report this information because it tended to reflect on their own abilities. Therefore, the sales v-p was not made aware of this problem. And such a problem—requiring men to report against themselves—could not have been caught unless the sales v-p, or another objective person, had been in a position to observe the problem firsthand.

This example emphasizes that it is vital for progress—or the lack of it—to be measured by management that is objective and not directly responsible for the progress being appraised.

▶ So we see that, despite the apparent thoroughness of the sales v-p's plan, all important decisions had not been made, and details that were supposed to fall into place did not take care of themselves.

The most unfortunate result of the missing links in this otherwise sound sales plan happened as a result of a competitor's alertness. This competitor, learning that all was not well with his adversary's sales progress, exploited the opportunity by contacting the same customers and hinting that he had a new product under development which would obsolete all existing products. This introduced just enough doubt into the minds of prospects to cause them to hesitate over making any purchases until all new developments were on the market.

▶ The moral of this story: Today's sales plans must be more thorough than ever. They must have built-in provision for immediate feedback of the information required to make fast adjustments when necessary.

It is no longer adequate to rely on an intuitive feeling that a plan is good and therefore will work. Details, unfortunately, have a way of not working themselves out. In fact, details are more inclined to follow Murphy's Law, the ancient marketing axiom which says: "That which can go wrong, will go wrong."

### This Plan Cracked an Import-Dominated Market

(Continued from page 39)

designated the "specialist" in his branch, available to assist other branch salesmen in selling this product.

At the same time, the service representatives from each branch received a week of intensive instruction in repair and maintenance.

The second phase was a 2-day conference, held in late January, of the 25 salesmen in the New York branch. They were given details on the theodolite and its selling points as well as a large manual comparing the K&E product, point by point, with every competitive make.

In the third phase, Ed Grogan, along with John Blanck, sales training director, visited each branch office to give detailed selling information to all branch personnel and to selected distributor and dealer salesmen. These 2-day conferences, held throughout

February, were similar to the earlier New York session.

One important aim, says Grogan, was to generate strong enthusiasm among the salesmen. An effective way of doing this was in a practice selling session. Each salesman was given 20 minutes to "sell" a theodolite to Grogan, who played the part of a hard-to-sell prospect. These sales pitches, criticised by the onlooking salesmen, stirred up enthusiasm even among the most skeptical dealers.

"The importance of enthusiasm, from the president right down to the dealer," Grogan insists, "is the keystone of the entire new product pro-

To help build up enthusiasm, the company sent teaser announcements to all sales outlets from October through December, 1959. Then, the kick-off announcement was made in early January in a 30-minute conference telephone call. This session brought all salesmen into the branches, which were linked by telephone circuits and hooked up to loudspeakers.

 Advertising and promotion – A coordinated campaign is employing advertising in six business and technical magazines, plus direct mail, publicity, literature, exhibits and conventions, and a special summer promotion to college civil engineering students.

The magazine ad budget alone is estimated at 5.5% of anticipated first-year sales volume. Other promotional expenses are expected to account for another 8% of 1960 volume.

The theme of the advertising and promotion is that the new K&E product is "engineered for American practice."

A special direct mail letter took advantage of the company's reputation for engineering excellence. The letter, signed by President Keuffel, a noted engineering authority, was mailed to 6,000 prospects shortly before the product introduction. When the theodolite line was unveiled a few days later at a national convention in mid-March, the results were amazing. Almost 200 prospects—with President Keuffel's letter in hand—showed up at K&E's exhibit.

Less than four months after the introduction of this product, Keuffel & Esser now finds itself in the happy predicament of having to negotiate with its overseas supplier to step up production. Virtually overnight, the New Jersey firm has become a major factor in this growing market. And K&E's plan for marketing this new product—one that could help serve as a guide for many a company—has proved the key to its success.

# Local Brands Big Competition

The national advertiser, whose product gets the big advertising push, isn't necessarily the sales leader in all markets. An aggressive local manufacturer can, and sometimes does, unseat his towering competitor.

In Fresno, Honolulu, Modesto, Sacramento, and San Jose, for example, Lucky Lager is the No. 1 selling bottled beer, taking first place away from such national brands as Schlitz and Blatz. And in Providence, R.I., Narragansett—again a local brand—is first.

Bar S packaged bacon beats the usual big sellers, Swift, Armour and Hormel in Salt Lake City, Seattle, and Portland, Ore. On the midwestern scene, national bigs like Minute Maid and Birds Eye frozen orange juice lose Indianapolis to local Kroger.

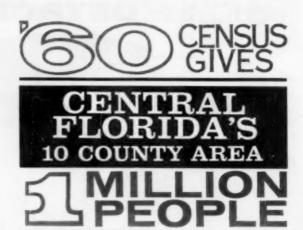
The story emerges with a little between-the-lines reading of the latest Consolidated Consumer Analysis, covering the buying habits (population and Effective Buying Income statistics from Sales Management's Survey of Buying Power) and brand usage in 21 markets. The study was prepared through the co-operation of individual newspapers throughout the Midwest and far West, and includes Hawaii. It is packed with information from consumers on their purchases of household items and foods. Products and brands are shown for 100 categories, with easy-to-follow, market-by-market comparisons.

▶ The analysis is based on identical questionnaires completed by consumers in each of the 21 markets. It points up the strength of the local manufacturer (who can be a big advertiser). On the last page of the 128-page book are the lines: "Product by product, market by market, these pages prove again that all business is local."

Toilet tissue is an example: Northern gets seven first places; its nearest competitor is Scot, with six. Yet a local brand, Zee, pushed both out of the picture for first place in Sacramento. Northern rates tenth there.

Or Morton frozen pies: It shows up as front runner in its sweepstakes. Yet in Salt Lake City, Utah pie, a local brand—not even listed in any other city—took first place with 38.4% of the market and Morton rated ninth.

In regular flours, Gold Medal romped off with 15 firsts. But in Denver, a local brand, Hungarian, took first place away from Gold Medal.◆



In FIVE of these counties, where there are ONE-HALF MILLION people, the Orlando Sentinel-Star has SIX TIMES the combined circulation of THREE competing newspapers from Tampa, Jacksonville and Miami. These splendid metropolitan papers are:

- The Miami Herald
- The Jacksonville Times-Union
- The Tampa Tribune

How is it possible for the Orlando Sentinel-Star to outpenetrate bigger papers in this rich area? We print a good newspaper first, then add to it FIVE PINK ZONE SUPPLEMENTS (4 to 40 pages each), five days a week for five different areas of Central Florida. We maintain 14 bureaus and actually print more pages than any other Florida newspaper. (Source: Media Records) Please note: We print these Pink Zone Supplements FIVE days a week . . not one or two days like most metropolitan newspapers . . . but we give our readers the news and pictures of their individual communities regularly—almost daily!

As we have SIX times the combined daily circulation of Jacksonville, Miami and Tampa papers in our FIVE counties, we have FOUR AND ONE-HALF times the combined circulation on Sundays of Parade, This Week and Family Weekly Magazine. Oh yes, we have a Sunday Magazine but it is edited right here at home, not in New York—therefore its impact is greater. Its 40 to 60 pages weekly are printed in bright, full color on our new million \$ color press.



Orlando's Metropolitan Area of 317,412 is fastest-growing of ALL says U.S. Census

Grlando Sentinel-Star

We lead ALL in Cape Canaveral . . . "Gateway to the Moon"

95

### HOW'S DETROIT DOING?



Soon, new models, new names, new sizes will whet car-buying appetites as never before. Another big year for Detroit is shaping up. Big production. Big wages. Big retail store sales volume.

Now's a good time to give your products a forceful year-end sales push in Detroit, with the help of The News. It sells over 100,000 more papers weekdays, and over 200,000 more Sunday than the second paper in the big-volume trading area. That's why The News carries more advertising than both other Detroit newspapers combined.

640,079 Sundays — 480,673 Weekdays average for 6-month period ending 3/31/60 filed with ABC, subject to audit

### The Detroit News

96

### Marketing Outlook for September

By DR. JAY M. GOULD, Research Director

Sales Management and Its Survey of Buying Power

- ▶ The Sales Management monthly Index of Business Activity will register a 3% gain in September over September 1959, which will represent a slight pickup from the summer lull. The index, covering both industrial and commercial activity, looks somewhat better than it really is because comparisons are now made against the strike-bound portions of 1959. Retailing will probably be registering a 4% gain.
- ▶ In the first six months of 1960, retail sales have totaled \$106.5 billion (running at an annual rate of \$221 billion), 3% over the corresponding period of 1959. But what is ominous here is that despite the success of the compact car, durable sales in this period (i.e. auto sales; lumber, building materials, hardware; furniture and appliances) showed less than a 1% gain, while the non-durables rose by 4.1%.

This imbalance is being, if anything, emphasized over the third quarter of the year. The balance between hard and soft goods sales has a cyclical significance in that consumers tend to defer durable goods spending as an expansion period ends.

The latest Consumer Expenditures Survey conducted for the Federal Reserve Board by the Survey Research Center bears this out. As of May, consumers had lost some degree of confidence since February. For example, only 35% of all families expected to be better off a year from now, as against 40% in February. And 60% of all consumers felt a recession was either in the making or in the cards for 1961 or 1962. Plans to purchase used cars were down; in fact, the lag in auto sales has been mainly in the used car market, hardest hit by the success of the compacts.

### 36 Best Markets for September

(Top six cities by population groupings) U.S. Index: 100

The following cities have a common denominator. They are expected to exhibit business activity leadership in the coming month. The index opposite each city compares its performance with that of the nation as a whole. For example, if a city has an index of 106.9 it means that its business activity next month is forecast to lead the national average change by 6.9%. Canadian figures are compared with U.S. Detailed figures are on following pages.

### Cities Over 500,000

San Diego, Cal.	108.8
Dallas, Tex.	107.3
Pittsburgh, Pa.	104.4
San Francisco, Cal.	104.1
Detroit, Mich.	104.1
Milwaukee, Wis.	

### Cities 250,000-499,999

Honolulu, Hawaii			111.6
Phoenix, Ariz.			111.1
Toledo, Ohio			105.4
Portland, Ore.			104.8
Newark, N.J.			103.9
Dayton, Ohio			

### Cities 100,000-249,999

Waterbury, Conn.			115.7
Fresno, Cal.			
Wilmington, Del.			
Camden, N.J.			
Lubbock, Tex.			
Elizabeth, N.J.			106.6

### Cities 50,000-99,999

Lexington, Ky.	114.0
	113.5
Muncie, Ind.	110.6
Reno, Nev.	
Portland, Me.	108.0
Pontiac, Mich.	

### Cities Under 50,000

Cheyenne, Wyo.	112.0
Lafayette, Ind.	.111.1
Middletown, Conn.	107.7
Steubenville, Ohio	107.1
Poughkeepsie, N.Y.	106.2
Missoula, Mont.	106.2

### Canada

Regina, Sask.	107.2
Montreal, Que.	
Hamilton, Ont.	102.3
Victoria, B.C.	101.7
Toronto, Ont.	101.2
St. John, N.B.	

## **Business Activity Forecast for**

### The Marketing Value of Business Activity Forecasts

Business activity levels are projected two months ahead for 306 U.S. and Canadian cities as a guide to the marketer on where his sales efforts might pay the biggest dividends. Cities marked with a \*\* are Preferred Cities of the month. They have a level of activity—compared with the same month in 1959—which equals or exceeds the national change in business activity.

The business activity forecasts are measured primarily by the ebb and flow of bank debits, seasonally adjusted, and reflect sales, purchases, employment, wage levels in all segments of business-retail, wholesale, industrial, service, construction, farming, etc.

The first column of the accompanying tables indicates the number of months out of the past 24 in which a city has had a star to indicate a better than average performance. When a full 24-month period of back data are not available, the city's record is indicated as follows: 8/11 would mean that a city has had 8 starred months out of the past 11. The 11 indicates the total number of months for which data are available.

The second column indicates the index

of change for this month of 1960 versus the corresponding month of 1959.

The third column (the city-national index) relates the annual change in the index of the city's business activity to that of the U.S. Thus, a city-national index of 106.0 indicates that the city is enjoying a gain in business activity 6% greater than the U.S. average.

The fourth column is an estimate of expected retail sales for the second month ahead. While the dollar volume applies only to retail store sales it is also useful as an approximation of the relative importance of one city as compared with another on all of the elements that make up its economic pattern.

### Suggested Uses

- ★ Special advertising and promotion drives in spot cities.
- \* Picking cities for test campaigns.
- ★ Revising sales quotas for branches, districts and salesmen.
- ★ Checking actual performances against potentials.
- ★ Basis for letters for stimulating salesmen.
- ★ Forestalling salesmen's alibis.

BUSINESS	No. +	Čilv	City	Retail
ACTIVITY	Months		Index 1960	Sales
FORECAST	Past 24	1959	1939	(Million) Beglember

### UNITED STATES

104.0 100.0 18273.00

### **NEW ENGLAND**

Cities Over 500,000

Boston, Mass. ...... 17 99.1 95.3 113.94

#### Cities 100 000-249 999

Cities 100,000-249	,999		
Bridgeport, Conn 0	102.5	98.6	22.47
# Hartford, Conn 1	104.6	100.6	30.53
New Haven, Conn 6	103.8	99.8	22.70
* Waterbury, Conn 15	120.3	115.7	17.00
Fall River, Mass, 3	99.2	95.4	9.89
* New Bedford, Mass 9	105.2	101.2	11.39
* Springfield, Mass 12	105.1	101.1	22.85
* Worcester, Mass 3	104,5	100.5	23.6
Pawtucket-Central			
Falls, R. I 8	98.1	94.3	9.4

### PITTSFIELD, Mass.

Month After Month

### Busiest Market in the State

AGAIN . . . in August

among all Massachusetts cities—with 6.2% gain over August '59 . . . and 5.1% above U. S. gain

- · 4th among all New England cities
- 12th in U. S. in 50M-100M Population Group

Year After Year

### Best Selling Record in State

In 11 of 15 years (including 1959), the Berkshire Eagle has topped all dailies in the state in retail linage—local selling impact.

Top Market • Top Newspaper • Top Sales OPPORTUNITY

NOW ACCEPTING LIQUOR ADVERTISING

### The Berk Live Eagle

PITTSFIELD, MASS.

99.6% Coverage of City and Retail Trade Area

Represented by The Julius Mathews Special Agency, Inc.

# NEW LONDON Perfect Clime For a Sales Climb

Here in New London, Effective Buying Income has climbed to \$74,927,000, a 9% increase over 1959.°

What better clime for boosting sales of your product? What easier way than through New London's only local daily, giving you 98% city zone coverage with just one buy?

\*SM '40 Survey

The Day

NEW LONDON, CONNECTICUT
National Representatives:
Johnson, Kent, Gavin
& Sinding, Inc.

## September

BUSINESS ACTIVITY	No. it Months Out of	City Index (980	City Nat'l Index 1960	Retail Sales
FORECAST	Past 24	1959	VL. (1	Willian) optombor
Providence, R. 1,	11	102.5	98.6	29.99
Cities 50,000-9	9,99	9		
Wallingford, Conn	. 12	104.5	100.5	8.37
* Stamford, Conn	19	111.3	107.0	14.36
Lewiston-Auburn, W	le. 4	102.5	98.6	7.48
* Portland, Me	15	112.3	108.0	13.91
# Brockton, Mass	18	104.2	100.2	9.39
Holyoke, Mass	12	102.9	98.9	7.10
* Lawrence, Mass	11	109.0	104.8	9.70
& Lowell, Mass	15	105.0	101.0	10.5
	**	104.6	100.6	10.4
& Lynn, Mass,	11	40.40		
★ Lynn, Mass, ★ Pittsfield, Mass,		105.9	101.8	7.9

### ONLY the RECORD and JOURNAL

★ Middletown, Conn. . 7 112.0 107.7

New London, Conn. . 9 99.7 95.9



### COVER Meriden • Wallingford, Conn.

It's yours with just one newspaper: the big 24,500 household merket of Meriden-Wallingford, 97% covered by the Record and Journel. Thes, please note, are able-to-buy households, with \$8,286 aver-24,500 age Effective Buying Income!
And no Hartford or New
Haven ABC daily newspaper
has over 400 circulation here.

(All figures: SM '6C Survey)

The Meridan RECORD and JOURNAL Meriden . Connecticut

National Representatives: JOHNSON, KENT GAVIN & SINDING, INC.

### Portland, Maine market

rated first\* for testing among U. S. cities in 75,000 to 150,000 popula-

tion group.

rated sixth\* for testing among all U. S. cities due to stable economy. \*eccording to Sales Management

rated second\* for testing among all New **England** cities regardless of

population.

### the testingest market in the country gives first aid to new products

Source: SALES MANAGEMENT

PEPPERIDGE FARM is the latest in a distinguished line of products and services to select Portland, Maine as best for the test.

Other products recently tested in Northern New England's No. I market are Cornette Margarine, Dawn Soap, Libby's Beef Stew, 3 Little Kittens Cat Food, Pepperidge Farm and many others.

Do what others do! Make Portland, Maine your No. I test city. Write for details. Then, you'll be sure to select the market that guarantees ideal and economical testing conditions.



Portland, Maine Newspapers EVENING EXPRESS PORTLAND PRESS HERALD SUNDAY TELEGRAM

> Represented, by: Julius Mathews Special Agency, Inc.

> > 99

### **Business Activity** FORECAST

BUSINESS ACTIVITY FORECAST	No. & Months Out of Past 24	Index	City Nat'l Index 1968 vs. 1959	Retail Sales \$ (Million) September
Narwich, Conn	1	103.1	99.1	5.28
Bangor, Me	14	102.4	98.5	6.44
* Salem, Mass	24	105.2	101.2	7.37
* Nashua, N. H	24	106.8	102.7	5.14
* Newport, R. I	19	107.8	103.7	3.41
# Woonsocket, R. I.	19	107.5	103.4	5.60
* Burlington, Vt	22	105.5	101.4	5.90
Rutland, Vt	0	100.8	96.9	3.11

#### MIDDLE ATLANTIC Cities Over 500 000

Cilles Over 300,000			
Buffalo, N. Y 0	95.5	91.8	63.09
★ Hempstond			
Township, H. Y 24 1	.06.7	102.6	110.4
* New York City, N. Y. 11 1	06.4	102.3	893.15
Philadelphia, Pa 19 1	03.1	99.1	212.8
★ Pittshurgh, Pa 10 1	03.6	104.4	88.4

#### Cities 250,000-499,999 \* Jersey City-

Hoboken,	N. J	12 104.5	100.5	27.6
* Newark, B.	J	19 108.1	103.9	61.6
* Rochester, i	N. Y	11 105.7	101.6	50.07

### BUSINESS ACTIVITY FORECAST

No. w		City Nat'i Index	Retail Sales
Out of		1960	8
Past	VB.	¥9.	(Million)
24	1959	1959	Scutemb

BUSINESS
ACTIVITY
FORECAST

★ Camden, N. J 16	111.9	107.6	17.28
* Elizabeth, N. J 17	110.9	106.6	15.39
Passaic-Clifton, N. J. 9	101.5	97.6	18.56
Paterson, N. J 9	101.5	97.6	18.03
★ Trenton, N. J 10	104.3	100.3	18.15
★ Albany, N, Y 11	109.0	104.8	21.39
Niagara Falls, N. Y. 2	101.7	97.8	12.09
Syracuse, N. Y 3	101.7	97.8	31.34
Utica, N. Y 2	101.8	97.9	13.07
Allentown, Pa 11	106.0	101.9	17.41
★ Erie, Pa,	107.6	103.5	17.65
r Reading, Pa 2	108.0	103.9	15.37
Scranton, Pa 2	98.7	94.9	13.67

Cities 50,000-99,99	9		
Atlantic City, N. J 10	102.3	98.4	12.07
Binghamton, N. Y 7	102.0	98.1	11.60
Elmira, N. Y 1	103.8	99.8	8.17
Schenectady, N. Y 0	102.4	98.5	12.48
* Rome, H. Y 8	109.0	104.8	5.66
Troy, N. Y 2	98.6	94.8	8.53
Altona. Pa 7	104.0	100.0	7.40
Bethiehem, Pa 0	101.5	97.6	7.61
Chester, Pa 15	102.8	98.8	8.36
Harrisburg, Pa 9	101.3	97.4	16.60
★ Johnstown, Pa 1			10.27

WHEES-BREYE, PA Z	99.9	96.1	9.70
★ York, Pa	104.0	100.0	11.13
Cities Under 50,00	0		
Jamestown, N. Y B	101.0	97.1	5.56
* Poughkeepsie, N. Y 17	110.4	106.2	9.06
* Hazieton, Pa S	106.6	102.5	4.39
* Norristown, Pa, 24	107.0	102.9	5.87
Bil City, Pa 0	103.3	99.3	2.44
Sharon, Pa 8	103.8	99.8	4,53
WCIUs-served Dr. O		-	

★ Lancaster, Pa. \_\_\_\_ 13 105.5 101.4

### EAST NORTH CENTRAL Cities Over 500,000

& Chicago, III.	9	105.7	101.6	496.19
n Datroit. Mich,	13	108.2	104.1	211.07
Cincinnati, Ohio	5	103.9	99.9	75.99
★ Cleveland, Ohio	13	106.5	102.4	131.79
# Milwaukes, Wis	18	108.0	103.8	101.46
C' 050 000 44				
Cities 250,000-49				
Indianapolis, Ind	14	100.7		75.93
	14	100.7	96.8 97.3	75.93 36.94
Indianapolis, Ind	14	100.7		
Indianapolis, Ind Akron, Ohio	14 9 8	100.7 101.2 99.7	97.3	36.94

### **HUNTING?**

You're on the right trail for RI sales in Woonsocket's \$63million market! An EBI of \$6158 per household\*, and Retail Sales of \$4350 per household\* make this a prize target! Just one buy, The Call, gives you 98% of this 64,596 ABC City Zone.

COVERS RHODE ISLAND'S PLUS MARKET

Representatives: Johnson, Kent, Gavin & Sinding, Inc. Affiliated: WWON, WWON-FM

### The Ideal Package for Delivery in **ALTOONA**

"Test Town" Pennsylvania

When you're planning a test for a new product, package or program, take a good look at Altoona, Pa. Here in Blair County you'll find a tailor-made test town, average in distribution, balanced between agriculture and industry, and with a bubbling economy. Best of all, only one medium serves as the buying guide for Altoons families . . . outside media don't even dent the circulation area of the Altoona Mirror, read in 98% of Altoona homes, Try us and see.

CIRCULATION: 34,088 (ABC)

Richard E. Beeler, Adv. Mgr.

### THIS Is Eastern Connecticut

157,400

People with

\$2,303

Average Income

That's \$437 above the U.S. average, and adds up to a big \$362,438,000 -- more than a third of a billion dollars of buying power.

To sell big Eastern Connecticut, break out of the fringe. get broad solid coverage through the Norwich Bulletin -only primary circulation in the market.

### **Norwich Bulletin**

DAILY and SUNDAY NORWICH, CONN.

Week-Days 27,035

Sundays 26,063

Represented by The Julius Mathews Special Agency, Inc.

# Business Activity FORECAST No. + City Nat'l Retail

BUSINESS	No. *	City	City	Retail
ACTIVITY	Months Out of		Index	Balos
FORECAST	Past 24	1969	1989	(Million) Soptember

### Cities 100,000-249,999

Cities 50,000-99,999

Champaign-Urbana, III. 12 98.4 94.6

Decatur, III. ...... 0 98.5 94.7

11.95

Moline-Rock Island-			
East Moline, III, .14	103.5	99.5	14.03
Peoria, III 2	96.3	92.6	17.52
★ Rockford, III 10	107.1	103.0	20.07
Evansville, Ind 0	97.2	93.5	15.61
# Fort Wayne, Ind 16	104.1	100.1	24.27
★ Gary, Ind,	109.8	105.6	21.37
* Hammond-East			
Chicago, Ind8/17	106.9	102.8	20.85
South Bend, Ind 6	99.2	95.4	17.45
Flint, Mich, 13	102.1	98.2	29.32
& Grand Rapids, Mich. 11	106.5	102.4	30.78
& Lansing, Mich 10	106.0	101.9	21.5
* Royal Oak-			
Ferndale, Mich, 6	104.4	100.4	17.2
* Saginaw, Mich 10	107.1	103.0	15.4
# Canton, Ohio 14	107.1	103.0	18.50
Youngstown, Ohio 4	100.9	97.0	25.0
Green Bay-Appleton-Neenal	h-		
Menasha, Wis 2	100.2	96.3	18.9
∯ Madison, Wis, 14	108.0	103.8	17.9

BUSINESS			els.	City	Retail
		onths	City Index 1960	Index	Saies
FORECAST	6	Past 24	1959	1908	(Million) September
East St. Louis, III.		3	97.7	93.9	9.79

East St. Louis, III, 3	97.7	93.9	9.79
Springfield, III 12	97.7	93.9	14.96
# Muncie, Ind 13	115.0	110.6	10.02
* Terre Haute, Ind 7	105.4	101.3	11.41
Battle Creek, Mich 6	99.1	95.3	8.91
# Bay City, Mich 4	107.6	103.5	8.51
# Jackson, Mich, 14	104.1	103.1	9.85
Kalamazoo, Mich 10	96.7	93.0	13.74
# Muskeyan, Mich, 10	111.2	106.9	8.58
* Pontiac, Mich, 10	112.1	107.8	14.70
Hamilton, Ohio 11	99.8	96.0	9.45
★ Lima, Ohio 2	104.2	100.2	8.95
★ Lorain, Ohio 16	109.7	105.5	8.14
* Mansfield, Ohio 14	104.1	100.1	9.94
Springfield, Ohio 10	99.0	95.2	10.36
★ Warren, Ohio 11	107.4	103.3	8.69
* Beloit-Janesville, Wis. 8	110.7	106.4	9.56
* Kenosha, Wis 17	111.7	107.4	8.89
* La Crosse, Wis, 10	104.2	100.2	6.94
★ Racine, Wis 12	109.4	105.2	11.75
★ Sheboygan, Wis, 12	111.6	107.3	4.79

#### Cities Under 50,000

Bloomington, III	11	98.5	94.7	5.70
Danville, III,	0	100.2	96.3	6.60
* Lafayette, Ind	19	115.5	111.1	7.98
* Port Huron, Mich,	1	105.1	101.1	6.47
# Elyria, Ohio	13	105.6	101.5	5.88



45.7%

Population Gain, 1950-60

\$230,782,000

Retail Sales

UP 14.8% over 1958 31.1% in 5 Years

And income—now \$432,722,000—rose 11.9% last year, compared with 7.9% national gain.

Your sales opportunity in this metropolitan market are tremendous now —getting bigger all the time. Are you sharing in this dynamic growth? Are you in the Chronicle-Telegram?

### Chronicle-Telegram

"THE FAMILY NEWSPAPER"

### ELYRIA, OHIO Circulation 25, \$40 ABC 3/31/60

Circulation 25, \$40 ABC 3/31/60

Double the Number of City Families

Represented by The Julius Mathews Special Agency, Inc.



Erie, 3rd city in Pennsylvania, has entered a new era of prosperity. For the 10th consecutive month Sales Management has cited it as a market where increase in business activity over the same month in 1959 has been especially spectacular (details in this section). Specifically, the forecast for September, 1960, ranks Erie 16th in entire U.S. among cities 100-250,000 population. • 5th in Middle Atlantic States among cities 100-250,000 population. . 8th in Middle Atlantic States among cities of all sizes. And . . . Employment hit a two-year high during 19591. Average earnings of industrial employees are 2nd among Pennsylvania markets2. More households fall among top three income brackets than in any other Pennsylvania city of 100,000-plus population3. Significant business activity means, of course, high sales potential. To convert this sales potential into sales volume-for your product-call on The Erie Times & News.

- 1. U. S. Employment Service.
- Penna. Bureau of Employment Security, Jan., 1960.
   1960 Sales Management Survey of Buying Power.

When
you
think
Pennsylvania
think
Philadelphia
Pittsburgh
— and
ERIE!



### The Erie Times

The Erie News

The Erie Times-News

Represented by The Katz Agency, Inc.

LOOKING FOR A NEW PLANT SITE?
Write Erie Chamber of Commerce for detailed brochure on
Erie Industrial Park; 225-acre, centrally-located plot offering ideal water, rall, highway transportation; proximity to
major markets; skilled labor force.



-SM-BO	sines	s Acti	vity		. 12	City	City Nat I	Retail	1
-	OPI	CA	S.T.	01	nths l	1960	1960	Saics 5	1
	O R E	CA	3 1		Past 24	1959	Va. []	Million) optember	1
BUSINESS	ena	City Nat'l B	-5-15						
ACTIVITY Months	Index	Index 8	letail iales	Greensboro, N. C		103.8	99.8	20.66	1
FORECAST Past	VI. 1959	vs. (M	illian) itember	* Winston-Salem, N. C.			102.0	16.41	
( billione)	1000	1020 003	TO DI MAN	A Columbia, S. C.			104.0	15.97	
				* Newport News, Va			101.0	11.96	
Middletown, Ohio 13	99.8	96.0	6.45	of Portsmouth, Va		106.7	102.6	10.04	
* Portsmouth, Ohio 9		100.0	6.17	Richmond, Va.		102.3	98.4	42.02	
* Steubenville, Ohio 5		107.1	7.70	Charleston-South		103.9	99.9	13.73	
Zanesville, Ghio 7	100.2	96.3	5.86	Charleston, W. Va.		100.0	97.0	17.88	
Oshkosh, Wis 10	101.1	97.2	6.12	Gnarieston, W. Va.	0	100.9	27.0	A7.00	
Superior, Wis 0	101.5	97.6	3.42		_				
				Cities 50,000-99					
WEST NORTH	ENTR	RAL		* Fort Lauderdale, Fla.			100.0	22.52	
Cities Over 500,000				★ Orlando, Fla,		105.7	101.6	26.27	
Minneapolis, Minn 11		98.9	81.47	Pensacola, Fia.		101.7	97.8	11.53	
Kansas City, Mo 11	101.3	97.4	78.11	Albany, Ga.		92.0	88.5	5.51	
★ St. Louis, Me, 4	107.1	103.0	103.77	Macon, Ga.		101.4	97.5	11.99	
				Asheville, N. C.		106.4	102.3	11.93	
Cities 250,000-499	.999			Durham, N. C.		101.9	96.0	9.62	
★ St. Paul, Minn 13		102.7	45.51	A Raleigh, N. C.		112.0	107.7	13.69	
Omaka, Neb 12	98.7	94.9	37.87	Wilmington, N. C		100.5	96.6	6.36	
				# Charleston, S. C		107.4	103.3	11.24	
Cities 100,000-249	.999			# Greenville, S. C.		105.7	101.6	13.13	
Des Moines, Iowa 9		97.7	30.75	Danville, Va.		100.9	97.0		
Kansas City, Kan 8	97.1	93.4	13.14	★ Lynchburg, Va		106.6	102.5	7.65	
★ Topeka, Kan, 11	109.4	105.2	15.38	* Huntington, W. Vs.		105.7	101.6		
Wichita, Kan 6	96.6	92.9	32.71	Wheeling, W. Va	_ 0	103.3	99.3	8.99	
Duluth, Minn, 0	98.5	94.7	11.75						
Springfield, Mo 19	100.5	96.6	13.13	Cities Under 50					
# Lincoln, Neb 13	107.7	103.6	16.33	Cumberland, Md			99.2		
				Hagerstown, Md			96.3		
Cities 50,000-99,9	99			# High Point, N. C		104.9	100.9		1
Cedar Rapids, Iowa 15		97.1	13.55	Salisbury, N. C.		100.5	96.6		
Davenport, Iowa 10	101.9	98.0	11.58	# Spartanburg, S. C.		107.2	103.1		
Dubuque, Iowa 13		96.5	6.38	* Charlottesville, Va,	1/3	106.2	102.1	6.19	
Sioux City, Iowa 12		94.6	11.48						
Waterloo, Iowa		94.9	9.76	EAST SOUTH	C	ENTI	RAL		
St. Joseph, Mo 10		94.2	9.28	Cities Over 500	,00	0			
Sieux Falis, S. D 1	97.6	93.8	9.35	* Mamphis, Tenn,	_ 9	106.1	102.0	61.68	
Cities Under 50,00				Cities 250,000-	499	999			
Hutchinson, Kan, 1			5.91	Birmingham, Ala	. 8	100.0	96.2	44.69	
Joplin, Me			6.23	Louisville, Ky	. 0	98.1	94.3	47,82	
Fargo, N. D 1			7.70						
Aberdeen, S. D.			4.30	Cities 100,000-	240	999			
Rapid City, S. D 2	3 103.5	99.5	7.15	Mobile, Ala.			99.	0 21.67	
				Montgomery, Ala,				5 15.83	
SOUTH ATLAN	TIC			Jackson, Miss					
Cities Over 500.0				Chattanooga, Tenn.	_ 19	101.0	97.	1 24.21	
Washington, D. C 1		96.4	115.23	Knoxville, Tenn			99.		
★ Atlanta, Ga 2			82.65	Nashville, Tenn	13	98.6	5 94.	8 30.54	
Baltimore, Md	0 99.6	95.8	114,98						
				Cities 50,000-9	9,9	99			
Cities 250,000-49				Florence-Sheffield-					
Miami, Fla.				Tuscumbia, Ala.					
Tampa, Fla				Gadsden, Ala,					
★ Norfolk, Va	2 105.5	5 101.4	33.57	A Lexington, Ky,					
				Meridian, Miss,	1	7 98.	7 94	9 5.19	ě.
Cities 100,000-24									
* Wilmington, Del				Cities Under 5	0,00	00			
Jacksonville, Fla				* Paducah, Ky,			1 101	.1 5.53	3
St. Petersburg, Fla	13 97.5 15 108.6								

BUSINESS	No. 4	City	City Nat'l	Retail
ACTIVITY	No. & Months Out of	Index 1960	Index (960	Bales
FORECAST	Past 24	1989	W. (1	Million) optomber
★ Dallas, Tex.	- 21	111.6	107.3	112.10
Houston, Tex.	. 0	102.3	98.4	112.32
San Antonio, Tex,	16	102.4	98.5	57.18
Cities 250,000- Oklahoma City, Ok		999	96.4	40.73
Tulsa, Okia,	. 0	98.4	94.6	32.91
El Paso, Tex.		96.0	94.2	26.71
Fort Worth, Tex		98.4	94.6	50.67
Cities 100,000 Little Rock-North		999		
Little Rock, Art		100.0	96.2	22.69
Baton Rouge, La		99.5	95.7	22.15
* Shreveport, La,		107.3	103.2	22.99
Amarillo, Tex	20	99.0	95.2	18.04
* Austin, Tex	24	106.5	102.4	20.30
Beaumont, Tex,	0	102.3	98.4	14.29
Corpus Christi, Tex		98.4	94.6	17.99
* Lubbock, Tex	24	111.7	107.4	20.54
Waco, Tex	19	100.2	96.3	12.73
Cities 50,000- Ft, Smith, Ark.	99,99	96.7	93.0	7.54
Lake Charles, La.	8	94.6	91.0	8.93
* Monroe-West				
Monroe, La	11	108.2	104.0	9.22

## BATON

Abilene, Tex. ...... 15 98.7 94.9 10.12

Population Up! Sales Up, Too!

More people than ever - with more money than ever - are ready to buy in Boton Rouge. Preliminary 1960 census figures show East Boton Rouge Parish population up to 228,095. These people, with an effective buying income of \$6,788" per household are the center of the booming Boton Rouge market. The State-Times and Morning Advocate are the dependable newspapers that sell them every day. Sell this fabulous market now with the State-Times and Morning Advocate.

# State-Times Morning Advocate

Boton Rouge, La.

Represented by The John Budd Company Survey of Buying Power

WEST SOUTH CENTRAL

New Orleans, La. ... 0 101.5 97.6 68.73

Cities Over 500,000

★ Augusta, Ga. ...... 15 108.6 104.4 12.13

Columbus, Ga. ..... 0 101.8 97.9 13.39

Savannah, Ga. ..... 16 100.2 96.3 15.33 Charlotte, N. C. ..... 19 102.5 98.6 27.92

### Business Activity FORECAST

City

ACTIVITY	No. & Months Out of		Nat'l Index 1980	
FORECAST	Past 24	V9. 1959	Vs. (	Million) leptember
Galveston, Tex	. 0	102.9	98.9	8.80
* Laredo, Tex	_ 10	105.7	101.6	4.99
Port Arthur, Tex,	. 2	100.7	96.8	7.71
San Angelo, Tex	6	98.3	94.5	6.57
Texarkana, Tex. & Ar	k. 6	102.9	98.9	6.89
Tyler, Tex,	. 0	96.7	93.0	6.82
* Wichita Falls, Tex	21	106.6	102.5	12.16

C	ities	Unc	ier 5	0,0	900	)	
*	Bartle	cville,	Okla,	-	4	106.2	104

Bartlesville,					104.0	3.81
Muskagee,	Okla.	-	10	96.1	92.4	4.27

### MOUNTAIN

BUSINESS

Cities	Over	500,	000			
* Denver	Cole.		18	105.9	101.8	77.51

Cities 2	50,0	00-49	9,999		
* Phoenix,	Ariz,		24 115.5	111.1	53.29

Cities	100	000	249	999
Cilies	100	,vvv	. 7 .4 .4	422

*	Tucson,	Ariz		24	105.8	101.7	25.11
	Albuque	rque, N.	M	20	100.5	96.6	27.90
*	Salt La	ke City.	Utah	13	104.1	100.1	33.75

### Growing GROWING GROWING



CBS · NBC · ABC

Now Reaching

60,300 HOMES TV

And Gaining New Viewers All Over WESTERN MONTANA PERFECT TEST MARKET

- 60,300 TV Homes
   Drug Sales Index 167
   Retail Sales Index 143
   Auto Sales Index 176

### PERFECT TEST STATION

- Captive Audience in 90% of the area
  Dominates the remainder completely
  Now the only TV station on the air in Far-Western Montana
  Low Cost/1,000 Homes

NATIONAL REPRESENTATIVES FOR JOE TV. INC

BUSINESS FORECAST

### Cities 50,000-99,999

Springs, Colo,	16	98.1	94.3	11.62
Pueblo, Colo	4	98.4	94.6	9.08
Grant Falls, Mont	12	101.4	97.5	8.67
* Las Vegas, Nev	20	118.0	113.5	15.51
r Reno, Nev	24	114.0	109.6	12.13

Ogden, Utah ..... 7 98.4 94.6

### Cities Under 50 000

cilies ollder 30,000	,		
floise, Ida,	98.5	94.7	9.22
Billings, Mont, 12	99.8	96.0	8.77
Butte, Mont 0	95.3	91.6	5.02
★ Missoula, Mont,17/22	110.4	106.2	5.21
Casper, Wyo 3	97.2	93.5	5.34
& Chevenne, Wvo. 24	116.5	112.0	7.26

### PACIFIC

Over	

	Los	Angeles, Cal	15	99.3	95.5	335.76
*	San	Diego, Cal,	24	113.2	103.8	75.66
*	San	Francisco, Cal	13	108.3	104.1	112.68
	Seal	ttle. Wash	17	103.4	99.4	90.7

### Cities 250,000-499,999

Long Beach, Cal	. 0	97.9	94.1	43.39
Oakland, Cal	11	103.4	99.4	54.30
🛊 Honolulu, Hawaii	24	116.1	111.6	37.69
r Portland, Ore.	22	109.9	104.8	69.61

### Cities 100,000-249,999

	Berkeley, Cal	13	102.0	98.1	13.12
1	Fresno, Cal	19	115.9	111.4	33.05
	Pasadena, Cal,	11	103.2	99.2	24.74
1	Sacramento, Cal	17	110.7	106.4	41.14
*	San Jose, Cal,	23	103.5	105.3	34.80
	Spokane, Wash	0	103.4	99.4	26.95
*	Tacoma, Wash	12	104.4	100.4	21.87

### Cities 50,000-99,999 \* Bakersfield, Cal. ..... 18 108.6 104.4

* Bakersfield, Cal 18		104.4	19.82
* Riverside, Cal 15	105.8	101.7	14.09
San Bernardino, Cal. 8	98.7	94.9	16.72
Santa Ana. Cal 23	99.8	96.0	18.00
* Santa Barbara, Cal 16	105.9	101.8	10.99
* Stockton, Cal 17	106.7	102.6	18.72
★ Eugene, Ore, 22	105.5	101.4	10.15

### Cities Under 50,000

* Santa Rosa, Cal,	24	104.9	100.9	7.65
★ Ventura, Cal	22	106.4	102.3	6.92
Salem, Ore,	13	98.6	94.8	10.18
Bellingham, Wash	0	102.3	98.4	5.26
Everett, Wash	19	103.9	99.9	7.25
Yakima, Wash,	9	97.7	93.9	8.38

### CANADA

101.0 100.0 1330.00

LDEKIA				
Calgary	9	99.9	98.9	20.29
Edmonton	12	94.2	93.3	22.22

BUSINESS ACTIVITY FORECAST

20 94.8 93.9

27.89

### **BRITISH COLUMBIA**

	Vancouver	8	97.3	96.3	51.33
*	Victoria	13	102.7	101.7	11.29

#### MANITOBA Winnipeg ..

8.48

NEW	BRUNSWICK			
* Saint	John	102.1	101.1	7.4

NOVA	SCOTIA				
Halifax		15	100.7	99.7	11.65

### ONTARIO

×	Hamilton	14	103.3	102.3	26.40
	London	19	94.8	93.9	14.53
	Ottawa	19	93.1	92.2	23.07
*	Torente	23	102.2	101.2	134.10
	Windsor	11	93.5	92.6	10.28

w	OFDEC				
*	Montreal	 15	104.5	103.5	132.54
	Guebec	12	100.8	90.8	17.74

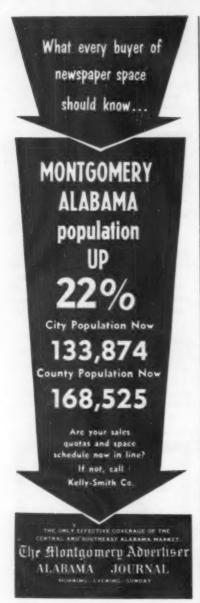
SASK	ETCHEWAN				
* Regini		11	108.3	107.2	12.91





Canada's Best Newspaper

103





### EXECUTIVE SHIFTS IN THE SALES WORLD

ACF Industries, Inc., New York—Lawrence H. Stanley appointed to the newly created position of manager of marketing services. For the past five years he was executive vice president of Case-Stanley Marketing Consultants, Inc.

Avery Label Co., Monrovia, Cal. – Richard J. Pearson accepts position as director of marketing. Prior to this move he was merchandising manager at Revell, Inc.

Chemway Corp., Lady Esther Division, Chicago – Michael L. Duggan promoted from product manager of Household Products Division to eastern regional sales manager.

Electric Regulator Corp., Norwalk, Conn.—James P. Ettinger named general sales manager. Before joining the company in 1957 he was with General Electric Co.

Franklin Research & Development Corp., Davis-Standard Division, Mystic, Conn.—John McCormick appointed sales manager. He has been a sales engineer for the firm since 1957.

Fuller Co., Catasauqua, Pa. - C. C. Kaesemeyer, former general sales

manager, appointed executive vice president, sales. Fuller Co. is a subsidiary of General American Transportation Corp.

General Electric Co., Cleveland – Robert V. Corning named marketing manager of the Large Lamp Department. He has been with GE since 1934.

Marsteller, Rickard, Gebhardt and Reed, Inc., New York – Howard G. "Scotty" Sawyer joins as vice president of marketing services. He was formerly with the James Thomas Chirurg Co. of Boston. The agency recently merged with Anderson & Cairns of New York to form Chirurg & Cairns.

The Meeker Co., Inc., Joplin, Mo.—William A. Harnisch appointed to the newly created position of executive vice president, sales and sales promotion. He has been with the company since 1929.

National Distillers and Chemical Corp., National Distillers Products Division, New York–Emmet J. Fleming named vice president in charge of sales in the open states.

Paper Mate Co., Chicago—Don Le-Blanc moves from western regional sales manager to director of sales plans and promotion. J. Gay Bascom, former manager of the variety chain division, fills the vacated post.

# OPPORTUNITY TO BE A REGIONAL SALES MANAGER

Full line Midwestern meat packer desires the services of a regional sales manager for Greater New York area. Applicant must have:

- 1. Meat experience
- 2. Knowledge of large account trade
- Ability to train present salesmen and open and expand new territories

This is not an office job, but requires in-the-field supervision and sales of a high quality, high priced line.

Hard work—long hours—good opportunity—unusual company benefits. BOX 802.

Advertising Checking Bureau, Inc 84 Agency: Harris & Wilson, Inc.
Alfeena Mirror 100
Americane Hotel
American Telephone & Telegraph Company (National Yellow Pages Service) 74 Agency: Cunningham & Walsh, Inc.
American Telephone & Telegraph Company (Long Lines) 49 Agency: N. W. Ayer & Son, Inc.
Associated Business Publications, Inc2-3-4 Agency: Van Brunt & Company
Baton Rouge State Times
Bragley Publishing Company
Building Supply News
CBS Redie
Compheti-Eweld Company (1)
Central Outdoor Advertising
Agency: Foote, Cone & Belding
Agency: Gray & Rogers Advertising
Cleveland Plain Dealer
Close & Patengude
Defrait News
Detroit News 96 Agency: W. B. Doner & Company Debeckmen Company
Domestic Engineering
E. I. DuPont de Nemours & Co. (Inc.) 50 Agency: Batten, Barton, Durstine & Osborn, Inc.
Elyria Chronicie-Telegram
Engineering News Record
Erie Timus-News
Fasson Products
Floor Covering Profits 73
Agency: Needham & Grohmann, Inc. 42
Greensbore News-Record
Jam Hendy Organization2nd Cover Agency: Campbell-Ewald Company
Hearst Magazines
Hospitals, Journal of American Hospital
Agency: Bernard J. Halin Associates
Houston Post
Idea Art
Indianapolis Star & Tribune
Industrial Equipment News
KMSO-TY (Misseula, Meet.)

"Sixty-year-old, Midwester, top rated, diversified manufacturer distributing consumer products through all national variety syndicates and many wholesalers wants additional consumer products. Maintains close contact with veriety and wholesale buyers and has national sales force to merchandise products successfully. If you have a product that needs a market, write, Director of Marketing Research, Box No. 800. (All information held in strictest confidence.)"

### ADVERTISERS' INDEX

This index is provided as an additional service. The publisher does not assume any liability for errors or omissions.



ADVERTISING SALES

**EXECUTIVE VICE PRESIDENT** 

Randy Brown

DIRECTOR OF SALES PROMOTION

Philip L. Patterson

ADMINISTRATIVE ASSISTANT

Edward S. Hoffman

Asst. to Executive Vice-Pres.

Cecelia Santoro

ADV. SERVICE MANAGER

Madeleine Singelton

PRODUCTION MANAGER

Virginia New

#### DIVSION SALES MANAGERS

New York-W. E. Dunsby, Wm. McClenaghan, Elliot Hague Robert B. Hicks, Dan Callanan, F. C. Kendall, Ormond Black, 630 Third Ave., New York 17, N. Y., YUkon 6-4800.

Chicago—C. E. Lovejoy, Jr., Associate Publisher and Western General Manager; W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager; Thomas S. Turner, Robert T. Coughlin, 333 N. Michigan Ave., Chicago 1, III., STate 2-1266; Office Mgr., Margaret Schulte.

Pacific Coast-Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOodland 2-3612, Pacific Coast Manager: Northern California, Washington and Oregon, M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., DUnkirk 8-6178; or 681 Market St., San Francisco 5, Cal., Exbrook 2-3365.

McGrew-Hill Publishing Company ...... 19 Agency: Fuller & Smith & Ross Inc.

Martseller, Rickard, Gebhardt & Roed, Inc. 46 

Market Statistics . .

New London Day	98
Associates, Inc. New York News Agency: L. E. McGivena & Company, Inc.	28
Norwick Bulletin	100
Orlande Seatinel-Star	95
Parade	48
PittsReid-Berkshire Eagle	98
Pertland (Me.) Press-Herald Express Agency: J. M. Bochner Advertising	99
Reilway Age	83
Agency: Benton & Bowles, Inc.	77
Reader's Digest	0-21
Saturday Evening Post	43
Select-A-Gift Agency: Robert Luckie & Company, Inc.	91
Sheratea Corp. of America	85
S. K. Smith Company	86
Agency: Beaumont, Heller & Sperling	
Agency: John Gilbert Craig Advertising	16
Successful Forming	71
Syracuse Newspapers	80
TV-Guide	6-27
Tacoma News-Tribune	32
Thomas Register	9
Together Agency: Harry Sturges & Associates	90
Troy Record Newspapers	91
True Stery Women's Group	
Tulsa World-Tribune Agency: Ferguson-Miller Associates	82
U. S. Industrial Chemical Company Agency: G. M. Basford Company	66
U. S. News & World Report	61
United Van Lines, Inc	52
WETW (Flerence, S. C.)	58
Agency: Clem T. Hanson Company	101
WINA (Charlottesville, Va.)	104
Agency: Martin K. Speckter & Associates Weonsocket Call	100
Agency: Gordon Schontarber & Associates, Inc.	
Young & Rubicam, Inc	6

### BRANCH MANAGERS WANTED

Progressive national manufacturer and distributor of aluminum specialty products seeks six tog-calibre men to supervise company-owned direct-to-consumer outlets in various locations throughout

These men must have recent experience manaling retail operations grossing \$250,000 to one million annually. They must be familiar with all aspects of deer-to-deer selling and capable of directing a sales force of 10 to 25 men.

The men we seek have already proved thomse'ves and now aim at broader horizons with fuller re-wards and recognition. Our company offers com-pensation in S figures, based on proved ability.

..... 65

### THE SCRATCH PAD



BY T. HARRY THOMPSON

Our native-born Nisei, I meant to say a war ago, are Occident-prone.

With those extra arms and hands, Handy Andy would seem to be a lineal descendant of Vishnu.

Practical nurse: One who falls in love with a wealthy patient.-Grit.

The fellow who invents a diaper for parakeets stands to clean up in more ways than one.

Joey Bishop says it's a crazy age. His boy wants to be a space rabbi.

From where I sit, copywriters are overworking that compound adjective, "award-winning."

"Supermarket Sales Rose 10 Pct. Last Year"—Headline. That ought to cover the loss on shopping carts abandoned on streets and in open fields.

Citing the Harvard Business Review, Curtis Research says that, of married execs in top management, 73.1% are often accompanied by their wives on business trips. The percentage drops proportionately in upper-middle, lower-middle, and non-management personnel, in case you give a hoot.

Nice, alliterative simile in "Strangers in the Forest" (Reader's Digest Condensed Books): "White as a wedding-cake."

Old-timer: One who can remember when a milkshake was really shaken on a machine that vibrated violently as the soda jerk turned a crank, and you had your choice of vanilla, chocolate, or strawberry for a nickel.

"Harry smokes a good cigar," says a Pitney-Bowes headline. Not any more. He quit smoking four years ago. Incidentally, Ken Murray says he smokes a box of 60-centers a week. Money to burn, huh?

"The dollar of 1900 is worth less than 29 cents in 1960."—Sell, housemag of The Detroit News. Age improves few things. Add viable victuals: They say Kellogg's "Concentrate" and water would keep you alive for a long, long time.

"In Mansfield, La., a doctor running for coroner circulated this card: 'Be Dead Right. Vote for Dr. J. Segura, Jr., for coroner.'"—Classified Classics, 1960. "Slogan for an undertaker: 'Be Dead Right.'"—The Scratch Pad, circa 1943.

As though tellurians, which is to

say earthlings, didn't have enough to worry about, our top scientists are concerned with keeping the moon germ-free. A modern version may be: "Shine on, shine on, aseptic harvest moon, up in the sky."

Chevrolet has a gold mine in a performer's performer, so recognized by the Friars. She is Dinah Might! Phil Silvers cracked: "She has the largest fan club in the world. Surely, you've heard of the Dinah's Club!"

Seeing John Loudon of Royal Dutch S'iell on a Time cover recalled a poster I never got around to: "Shell-bent for election!"

Top salesman of us all: Ample Parking.

Headline for an aluminum foil: "You can't beat this wrap!"

### Incompleted passes

I don't pretend that I'm the only cash customer things like these happen to. But I'd feel better if I knew why, instead of wondering if I have B. O., halitosis, or incipient Hansen's disease.

There was that time we bought the new house with a bit of ground. We engaged a well-advertised landscaper to plant trees and shrubs and bulbs and climbing vines—a tidy order, I felt.

The day the men left, we gave them a check which I know didn't bounce. Six months later, we saw spots for another \$200 worth of greenery, so ordered it from the same crowd. We never saw them again. That was only 25 years ago, so maybe I'm the itchy type.

Six years ago, we were pleased to find a television repairman with a cubicle in our apartment building. We even let him talk us into paying \$65 for hooking up to the central aerial. We moved away, came back two years later. By then he didn't seem to want my trade, cash or tarry. The main office said they were "busy."

We have been dealing with a local upholsterer since we were young married people. Canceled checks show he has made out rather well on our little business. But, for eight months, we have been trying to get him to look at an armchair that badly needs a re-do. They say he has a sick wife and does much of the work himself. But what are telephones for?

I'd like to think that all retailers are so busy they don't know which end is up. Trouble is, they never offer an excuse, never send a postcard from some faraway place. Is cash-on-the-barrel-head a sales deterrent?

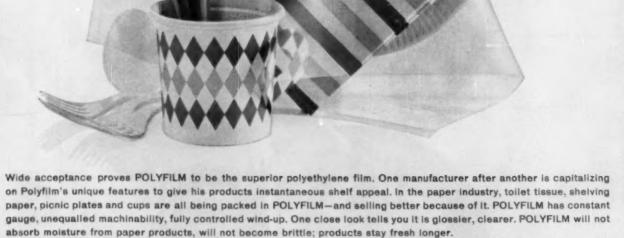
T.H.T.

# POLYFILM®



Now, from The Dobeckmun Division,

POLYFILM—unconverted—a superior polyethylene film for producers and distributors who do their own packaging!



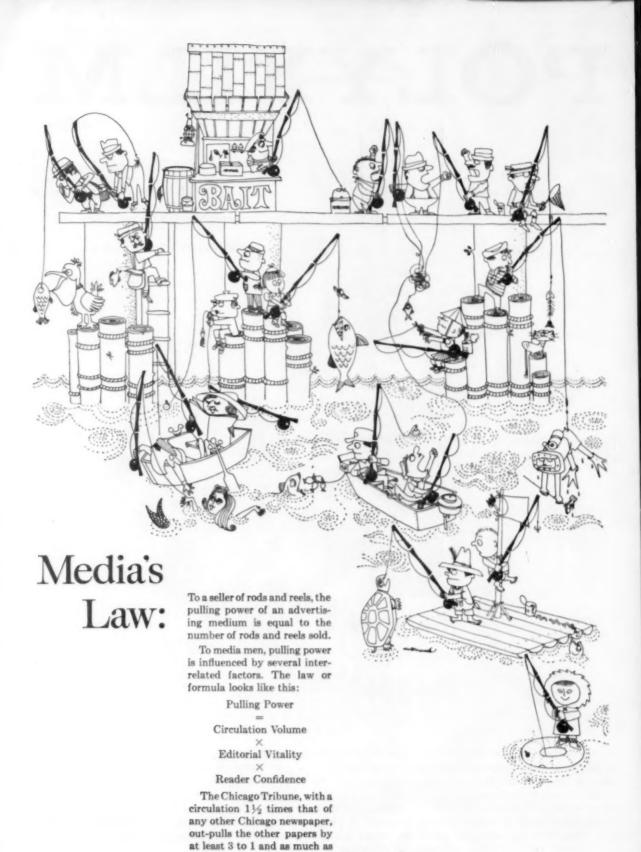
THE DOBECKMUN COMPANY

in the field of flexible packaging-yours, too, for the asking. Why not write today for fuller information?



A Division of The Dow Chemical Company, Cleveland 1, Ohio - Berkeley 10, California - Offices in most principal cities.

Those using POLYFILM know of another important advantage-free and easy access to DOBECKMUN'S vast experience



Chicago Tribune

15 to 1.

